



APOLOGIES Committee Services  
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DIRECTOR OF STRATEGY AND  
RESOURCES  
Paul Dodson

03 July 2024

Dear Councillor

You are summoned to attend the meeting of the;

**COUNCIL**

on **THURSDAY 11 JULY 2024 at 7.30 pm**

in the **Council Chamber, Maldon District Council Offices, Princes Road, Maldon.**

Please Note: All meetings will continue to be live streamed on the [Council's YouTube channel](#) for those wishing to observe remotely. Public participants wishing to speak remotely at a meeting can continue to do so via Microsoft Teams.

To submit a question in writing or attend in person please complete a [Public Access form](#) (to be received no later than 12noon two clear working days before the Council meeting). All requests will be considered on a first-come, first-served basis.

A copy of the agenda is attached.

Yours faithfully

Director of Strategy and Resources





## **AGENDA COUNCIL**

**THURSDAY 11 JULY 2024**

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1. **Chairperson's notices**

2. **Apologies for Absence**

3. **Minutes of the Statutory Annual Council - 16 May 2024** (Pages 7 - 30)

To confirm the Minutes of the Statutory Annual Council meeting held on 16 May 2024 (copy enclosed).

4. **Minutes - 28 May 2024** (Pages 31 - 38)

To confirm the Minutes of the extraordinary Council meeting held on 28 May 2024 (copy enclosed).

5. **Declaration of Interest**

To disclose the existence and nature of any Disclosable Pecuniary Interests, Other Registrable interests and Non-Registrable Interests relating to items of business on the agenda having regard to paragraph 9 and Appendix B of the Code of Conduct for Members.

(Members are reminded that they are also required to disclose any such interests as soon as they become aware should the need arise throughout the meeting).

6. **Public Questions**

To receive questions from members of the public, of which prior notification in writing has been received (no later than noon two clear working days before the day of the Council meeting).

Should you wish to submit a question please complete the online form at [www.maldon.gov.uk/publicparticipation](http://www.maldon.gov.uk/publicparticipation).

7. **Chairperson's Announcements**

8. **Minute Book**

To consider the recommendations coming forward from the Committees detailed below. Please note that the Minutes of these meetings are not enclosed as they have not been approved at Committee level.

- a) Strategy and Resources Committee - 13 June 2024 (Pages 39 - 62)

**Agenda Item 6 – Council Tax Empty Homes Premium Policy Revision**

**Recommended**

- (i) That provision is made for an extension to the time before which a Council Tax premium becomes due in some limited circumstances, effective from 1 April 2024 until further guidance is issued or enabling legislation is made;
- (ii) that the revised Empty Homes and Second Homes Premium Policy 2024 - 25 at **APPENDIX 1**, be approved;
- (iii) that the Head of Revenues and Benefits be granted delegated authority, in consultation with the Chairperson of the Strategy and Resources Committee, to make further technical amendments, to reflect updated guidance, as necessary.

**Agenda Item 8- Technology Strategy 2024 - 2027**

**Recommended** that the Technology Strategy 2024 – 2027 (**APPENDIX 2**) be approved to replace the ICT Strategy 2021 – 2026 and run along the Corporate Plan 2024 – 2027.

- b) Performance, Governance and Audit Committee - 18 June 2024 (Pages 63 - 72)

**Agenda Item 19 – Council Constitution – Scheme of Delegation – Service Delivery Directorate**

**Recommended** that the revised Scheme of Delegation to the Assistant Director - Place and Community and to other Officers in relation to the Council's public and other licensing functions as proposed and shown at **APPENDIX A**, be agreed.

**Agenda Item 20 – Reference from the Overview and Scrutiny Committee – Planning Decision Making**

**Recommended**

- (i) That the proposals for a 'constitutional intervention or brake' by way of a deferment, and also for technical briefings / presentations be endorsed;
- (ii) That subject to (i) above the consequential strengthening of the Planning Guidance in the Constitution and also the Operating Protocols of the Planning Committees as detailed below, be agreed.

9. **Minutes of Meetings of the Council**

To note that since the last Council, up until Wednesday 3 July 2024 (Council agenda dispatch) the following Committees have met, and to receive any questions in accordance with Council and Committee Procedure Rule 6 (2).

Performance, Governance and Audit Committee (special)	<a href="#">16 May 2024</a>
Strategy and Resources Committee (special)	<a href="#">16 May</a>
Licensing Committee (special)	<a href="#">16 May</a>
Overview and Scrutiny Committee (special)	<a href="#">16 May</a>
Joint Standards Committee (special)	<a href="#">16 May</a>
Investigating and Disciplinary Committee (special)	<a href="#">16 May</a>
District Planning Committee (special)	<a href="#">16 May</a>
Central Area Planning Committee (special)	<a href="#">16 May</a>
North Western Area Planning Committee (special)	<a href="#">16 May</a>
South Eastern Area Planning Committee (special)	<a href="#">16 May</a>
North Western Area Planning Committee	<a href="#">22 May</a>
South Eastern Area Planning Committee	<a href="#">23 May</a>
Central Area Planning Committee	<a href="#">29 May</a>
Strategy and Resources Committee	<a href="#">13 June</a>
Performance, Governance and Audit Committee	<a href="#">18 June</a>
North Western Area Planning Committee	<a href="#">19 June</a>
South Eastern Area Planning Committee	<a href="#">26 June</a>

10. **Statement of the Leader of the Council** (Verbal Report)

To consider the statement of the Leader of the Council setting out the Council's report and programme for the current municipal year.

11. **Questions in accordance with Procedure Rule 6(3) of which notice has been given**

12. **Update on the Council's Net Zero Carbon Emissions and Trajectory** (Pages 73 - 122)

To consider the report of the Director of Service Delivery (copy enclosed).

13. **Outside Body Appointment - Essex Police, Fire and Crime Panel**

The Council needs to change the substitute it appointed to the Essex Police, Fire and Crime Panel at the Council meeting on 16 May 2024. The substitute needs to be from the same political group as the Council's representative, Councillor S J Burwood. The Liberal Democrat Group has therefore been approached and wish to nominate Councillor J Driver as the substitute on this Panel.

14. **Business by reason of special circumstances considered by the Chairperson to be urgent**

15. **Exclusion of the Public and Press**

To resolve that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.

16. **Appointment of Independent Person of Performance, Governance and Audit Committee** (Pages 123 - 136)

To consider the report of the Assistant Director - Programmes, Performance and Governance (copy enclosed).

17. **Leisure Centre Procurement Update** (Pages 137 - 144)

To consider the report of the Director of Service Delivery (copy enclosed).

18. **Updated Capital & Investment, Minimum Revenue Provision and Treasury Management Strategies 2024 / 25** (Pages 145 - 174)

To consider the report of the Chief Finance Officer (copy enclosed).

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### **NOTICES**

#### **Recording of Meeting**

Please note that the Council will be recording and publishing on the Council's website any part of this meeting held in open session.

#### **Fire**

In the event of a fire, a siren will sound. Please use the fire exits marked with the green running man. The fire assembly point is outside the main entrance to the Council Offices. Please gather there and await further instruction.

#### **Health and Safety**

Please be advised of the different levels of flooring within the Council Chamber.

#### **Closed-Circuit Televisions (CCTV)**

Meetings held in the Council Chamber are being monitored and recorded by CCTV.

#### **Lift**

Please be aware, there is not currently lift access to the Council Chamber.

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**MINUTES of  
STATUTORY ANNUAL COUNCIL  
16 MAY 2024**

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**PRESENT**

Chairperson  
(presiding) Councillor K M H Lagan

Councillors M G Bassenger, V J Bell, D O Bown, S J Burwood, J Driver,  
M F L Durham, CC, A Fittock, A S Fluker, L J Haywood,  
J C Hughes, K Jennings, A M Lay, W J Laybourn, N R Miller,  
S J N Morgan, C P Morley, M G Neall, R G Pratt,  
N G F Shaughnessy, R H Siddall, U C G Siddall-Norman,  
N D Spenceley, P L Spenceley, W Stamp, CC, E L Stephens,  
J C Stilts, N J Swindle, M E Thompson, S White and  
L L Wiffen

**1. CHAIRPERSON'S NOTICES**

The Chairperson welcomed everyone to the Statutory Annual meeting of the Council and went through some general housekeeping arrangements for the meeting.

**2. ELECTION OF CHAIRPERSON**

The Chairperson called for nominations for Chairperson of the Maldon District Council for the ensuing Municipal Year to May 2025.

It was proposed by Councillor W Stamp and seconded by Councillor R H Siddall that Councillor K M H Lagan be elected as Chairperson of the Maldon District Council for the ensuing Municipal Year.

There being no other nominations it was:

**RESOLVED** that Councillor K M H Lagan be elected as Chairperson of the Maldon District Council for the ensuing Municipal Year to May 2025.

IN THE CHAIR: COUNCILLOR K M H LAGAN

**3. CHAIRPERSON'S STATUTORY DECLARATION OF ACCEPTANCE OF OFFICE**

Councillor K M H Lagan made the Statutory Declaration of Acceptance of the Office of the Chairperson of the Council.

**4. APPOINTMENT OF VICE-CHAIRPERSON**

The Chairperson called for nominations for the position of Vice-Chairperson of the Maldon District Council for the Municipal Year.

It was proposed by Councillor W Stamp and seconded by Councillor S J N Morgan that Councillor R Pratt be elected as Vice-Chairperson of the Council.

There being no other nominations it was:

**RESOLVED** that Councillor R Pratt be elected as Vice-Chairperson of the Maldon District Council for the Municipal Year to May 2025.

**5. VICE-CHAIRPERSON'S STATUTORY DECLARATION OF ACCEPTANCE OF OFFICE**

Councillor R Pratt made the Statutory Declaration of Acceptance of the Office of Vice-Chairman of the Council.

**6. APOLOGIES FOR ABSENCE**

There were none.

**7. MINUTES - 21 MARCH 2024**

**RESOLVED** that the Minutes of the meeting of the Council held on 21 March 2024 be received and adopted.

**8. DISCLOSURE OF INTEREST**

There were none.

**9. PUBLIC QUESTIONS**

There were none.

**10. CHAIRPERSON'S ANNOUNCEMENTS**

The Chairperson advised that under Procedure Rule 4(8)3 the requirement to stand in the chamber would be optional.

Members were informed of some Dementia Awareness information that was available in the Members' Room.

The Chairperson advised how this year marked a significant milestone for Local Government as it celebrated 50 years since the reorganisation of Local Government in 1974. Since its inception the Council had been committed to serving residents and working closely with Town and Parish Councils. The Chairperson paid tribute to the many elected Councillors who had dedicated their time to represent the views of the community over the last 50 years and hoped the Council would continue to enable the community to flourish, for many years to come. Members were advised that arrangements were in hand to mark this 50<sup>th</sup> anniversary by planting 50 trees in the District later in the year.



## **11. MINUTES OF MEETINGS OF THE COUNCIL**

The Council noted the list of Committees that had met before and since the last meeting of the Council, up until Wednesday 8 May 2024 for which Minutes had been published.

## **12. NOTICE OF MOTIONS**

In accordance with Procedure Rule 4, the Chairperson advised the Council that two Motions, duly proposed and seconded, had been received and were set out on the agenda. As they related to specific items of business on the Agenda the Chairman advised each would be dealt with under the specific Agenda Items as follows:

- Motion 03/2024 from Councillor J C Stilts– Agenda Item 20 Appointment of Members to serve on Working Groups of the Council
- Motion 04/2024 from Councillor R C Siddall – Agenda Item 15 Appointment to Membership of Committees of the Council

## **13. QUESTIONS IN ACCORDANCE WITH PROCEDURE RULE 6 (2) OF WHICH NOTICE HAS BEEN GIVEN**

There were none.

## **14. LEADERS AND COMPOSITION OF POLITICAL GROUPS**

The Council considered the report of the Director of Strategy and Resources, circulated prior to the meeting. As required by the Local Government and Housing Act 1989, the Director of Strategy and Resources had been notified that the composition of the political Groups on the Council were as follows:

Conservative Group	Leader	Councillor S J N Morgan
	Members	Councillors: D O Bown M F L Durham CC W J Laybourn N R Miller C P Morley R G Pratt M E Thompson L L Wiffen
District Support Group	Leader	Councillor J C Stilts
	Members	Councillors: A S Fluker L J Haywood K M H Lagan M G Neall W Stamp CC
Liberal Democrat Group	Leader	Councillor J Driver
	Members	Councillors: S J Burwood K Jennings N D Spenceley P L Spenceley N J Swindle

The Maldon District Independent Group	Leader	Councillor R H Siddall
	Members	Councillors: M G Bassenger A Fittock J C Hughes N G F Shaughnessy E L Stephens

It was highlighted that the table in the report had listed Councillor S J N Morgan twice under the Conservative Group in error.

In accordance with the Council's Constitution, Councillor S J N Morgan was therefore recognised as Leader-designate. At this point, Councillor Morgan advised that he wished to resign as Leader-designate and not put himself forward for the position as Leader of the Council.

The Chairperson then called for nominations for the position of Leader of the Council. Councillor M G Bassenger nominated Councillor R H Siddall and this was duly seconded by Councillor V J Bell.

There being no other nominations, the Chairperson declared that Councillor R H Siddall was duly elected as Leader of the Council.

The Chairperson then moved to recommendation (ii) as set out in the report and sought nominations for Deputy Leader of the Council. Councillor R H Siddall proposed Councillor M G Bassenger and this was duly seconded by Councillor V J Bell.

There being no other nominations, the Chairperson declared that Councillor M G Bassenger was duly elected as Deputy Leader of the Council.

The Chairperson advised that the Council that it now had three Opposition Groups and sought agreement, as decided by the Council last year, that there would be three Opposition Leaders. This was duly agreed.

## **RESOLVED**

- (i) that the Councillor R H Siddall be ratified as Leader of the Council for the ensuing Municipal Year;
- (ii) that Councillor M G Bassenger be elected as Deputy Leader of the Council for the ensuing Municipal Year.
- (iii) That the Leaders of the Conservative, Liberal Democrat and Maldon District Independent Groups be known collectively as the Opposition Leaders.

## **15. APPOINTMENT OF MEMBERSHIP OF COMMITTEES OF THE COUNCIL**

The Council considered the report of the Director of Strategy and Resources, circulated prior to the meeting, to appoint serving Members to Committees for the Municipal year to May 2025.

At this point the Chairperson advised that Membership of the Appointments Board would be considered following the appointment of Committee Chairpersons and Vice-Chairpersons.

The Chairperson referred to the Motion submitted by Councillor R H Siddall and duly seconded by Councillor P L Spenceley, deferred from an earlier point on the agenda, and asked Councillor Siddall to present his Motion.

Councillor Siddall provided background information to his Motion, highlighting the excellent work of the Overview and Scrutiny Committee and how, if agreed, his Motion would make things logistically easier and enable the Committee to run smoothly with good representation. He then moved:

That the Constitution be amended with immediate effect, to permit members put forward by political groups that sit on the Strategy and Resources Committee (S&R) and the Performance Government and Audit Committee (PG&A) are also able to be put forward to sit on the Overview and Scrutiny Committee (O&S). This is subject to the requirement of maintaining political balance. This dispensation does not extend to the Chairs or Vice Chairs of S&R and PG&A, who will continue to be ineligible to sit on O&S.

In response to the Motion, the Director of Strategy and Resources advised that the Council's previous decision to change to the Overview and Scrutiny Committee (O&S) Terms of Reference had been made to give truer oversight and separation from decisions that may be scrutinised. The 2022 Corporate Governance Audit had also given good assurance on the Council's governance and as part of that noted the O&S arrangement as good practice. It was the view of Officers that changing the Terms of Reference would impact on the independence of the O&S and go against good governance best practice that had been put in place.

During the debate that followed a number of Members spoke both in favour and against the proposed Motion.

In accordance with Procedure Rule No. 13 (3) Councillor A S Fluker requested a recorded vote which was duly seconded. The Chairperson then put the Motion in the name of Councillor Siddall to the Council and the voting was as follows:

For the recommendation:

Councillors M G Bassenger, D O Bown, S J Burwood, J Driver, A Fittock, J C Hughes, K Jennings, M R Miller, S J N Morgan, C P Morley, R G Pratt, N G F Shaughnessy, R H Siddall, N D Spenceley, P L Spenceley, E L Stephens, N J Swindle and L L Wiffen.

Against the recommendation:

Councillors V J Bell, A S Fluker, L J Haywood, A M Lay, M G Neall, W Stamp, J C Stilts and S White.

Abstentions:

Councillors M F L Durham, K M H Lagan, W J Laybourn, U G C Siddall-Norman and M E Thompson.

The Chairman declared that the Motion was therefore agreed.

The Chairperson moved to the report and highlighted there were a number of Committees to which the Council would need to nominate and appoint a non-aligned Councillor. The Leader of the Council presented the report and proposed the following non-aligned Member nominations which were duly seconded:

Performance, Governance and Audit Committee	Councillor U G C Siddall-Norman
Strategy and Resources Committee	Councillor A M Lay

For the second non-aligned Councillor on the Strategy and Resources Committee, Councillor Siddall proposed Councillor S White, however following this proposal Councillor S White declined the nomination. He then proposed Councillor U G C Siddall-Norman who declined the nomination. Councillor Siddall then proposed Councillor V J Bell who also declined the nomination. As there were no other non-aligned Members that could be nominated the Lead Legal Specialist and Monitoring Officer advised that although the political balance provisions could not be complied with the Council was only obliged to meet this threshold and therefore in this instance the vacant seat could be filled by another other Member from another political Group. Councillor Siddall proposed that Councillor M G Bassenger be nominated to the Strategy and Resources Committee. This proposal was duly seconded. Councillor J Stilts proposed that Councillor L G H Lagan be nominated, and this proposal was duly seconded. Upon a vote being taken the Chairperson declared that Councillor Lagan was appointed to the Strategy and Resources Committee.

The Leader of the Council then continued with nominations of non-aligned Councillors as follows:

Licensing Committee	Councillor A M Lay
Overview and Scrutiny Committee	Councillor V J Bell
Joint Standards Committee	Councillors A M Lay and E L Stephens
Investigating and Disciplinary Committee	Councillor A M Lay
Investigating and Disciplinary Panel	Councillor V J Bell

When nominating Councillor Stephens, a member of the Maldon District Independent Group to the Joint Standards Committee the Leader advised that this was to ensure the remaining vacant position was filled.

The Chairperson put the nominations from the Leader to the Council and these were duly agreed.

The Chairperson moved recommendation (i) that the Member nominations as set out in Appendix A be approved, and this was duly agreed. He then moved recommendations (ii) and (iii) as set out in the report, noting that in respect of recommendation (ii) this referred to the nominations just made by the Leader of the Council. These were duly agreed.

At this point Councillor J Driver, Leader of the Liberal Democrat Group, advised that in respect of the Strategy and Resources Committee membership, he wished to swap Councillor P L Spenceley with Councillor N D Spenceley. The Chairperson referred to the Lead Legal Specialist and Monitoring Officer who advised that although a vote had been passed, should a member say they no longer wished to sit on a Committee then there would be a vacant seat. Political balance applied and therefore, in this case, the Leader of the Liberal Democrat Group would have to put forward a nomination which the Council would be obliged to accept.

Councillor P L Spenceley then declared that she no longer wished to sit on the Strategy and Resources Committee. The Chairperson declared that Councillor N D Spenceley was therefore nominated to the Strategy and Resources Committee.

Councillor A S Fluker queried the governance in relation to the change in Committee Membership decision, referring to the six-month rule. In response the Lead Legal Specialist and Monitoring Officer advised that the six-month rule did not apply because the Council had to fill the vacancy as soon as possible.

The Chairperson moved the proposed change to the Membership of the Strategy and Resources Committee, and this was duly agreed.

## RESOLVED

- (i) That the Constitution be amended with immediate effect, to permit members of the Strategy and Resources Committee (S&R) and the Performance Government and Audit Committee (PG&A) to sit on the Overview and Scrutiny Committee (O&S). This is subject to the requirement of maintaining political balance. This dispensation does not extend to the Chairpersons or Vice-Chairpersons of S&R and PG&A, who will continue to be ineligible to sit on O&S;
- (ii) That subject to the amendment to the Strategy and Resources Committee as detailed above, the Membership of the Committees of the Council as set out below, be agreed:

Committee	Members
Performance, Governance and Audit	Councillors M G Bassenger S J Burwood J C Hughes N R Miller R G Pratt U G C Siddall-Norman N D Spenceley W Stamp, CC J C Stilts M E Thompson
Strategy and Resources	Councillors D O Bown J Driver M FL Durham, CC A Fittock A S Fluker K M H Lagan A M Lay R H Siddall N D Spenceley W Stamp, CC M E Thompson
Licensing	Councillors M G Bassenger S J Burwood M F L Durham, CC L J Haywood A M Lay S J N Morgan N D Spenceley E L Stephens J C Stilts M E Thompson
Overview and Scrutiny  Overview and Scrutiny (meeting as the Crime and Disorder Committee)	Councillors V J Bell L J Haywood C P Morley S J N Morgan M G Neall N G F Shaughnessy P L Spenceley E L Stephens N J Swindle M E Thompson

Committee	Members
Joint Standards	<p>Councillors M J Bassenger S J Burwood A M Lay N R Miller S J N Morgan M G Neall E L Stephens M E Thompson</p> <p><u>Parish Councillors (non-voting):</u> Parish Councillor P A Davey Town Councillor S C Stratton</p> <p><u>Independent Person:</u> Mr J Mitchel (<i>Reserve: Ms K Payne</i>)</p>
Investigating and Disciplinary	<p>Councillors A M Lay P L Spenceley E L Stephens J C Stilts M E Thompson</p>
Investigating and Disciplinary Panel	<p>Councillors M G Bassenger V J Bell D O Bown S J Burwood J Driver S J N Morgan C P Morley M G Neall R H Siddall W Stamp, CC</p> <p><u>Independent Person:</u> Mr J Mitchel (<i>Reserve: Ms K Payne</i>)</p>
District Planning	All Members of the Council
Central Area Planning	<p>Councillors S R Burwood J Driver K Jennings K M H Lagan A M Lay N R Miller N G F Shaughnessy N D Spenceley P L Spenceley J C Stilts N J Swindle</p>
North Western Area Planning	<p>Councillors M F L Durham, CC J C Hughes S J N Morgan C P Morley R H Siddall E L Stephens M E Thompson S White L L Wiffen</p>

<b>Committee</b>	<b>Members</b>
South Eastern Area Planning	Councillors M G Bassenger V J Bell D O Bown A Fittock A S Fluker L J Haywood W J Laybourn M G Neall R G Pratt U G C Siddall-Norman W Stamp, CC

- (iii) that Members' note the Chairperson's job description attached at Appendix B to the report.

## **16. ADJOURNMENT OF MEETING**

**RESOLVED** that the meeting be adjourned at 8:15pm to allow special meetings of Committees to be held as follows:

Performance, Governance and Audit Committee, Strategy and Resources Committee, Licensing Committee, Overview and Scrutiny Committee (including Overview and Scrutiny Committee acting as the Crime and Disorder Committee), Investigating and Disciplinary Committee, District Planning Committee, Central Area Planning Committee, North Western Area Planning Committee and South Eastern Area Planning Committee.

## **17. RESUMPTION OF BUSINESS**

**RESOLVED** that the business of the Statutory Annual meeting of the Council be resumed at 8:36pm.

## **18. APPOINTMENT TO MEMBERSHIP OF COMMITTEES OF THE COUNCIL - CONTINUED**

Referring back to Agenda Item 15 - Appointment of Membership of Committees of the Council the Chairperson advised that the Council needed to confirm the membership of the Appointments Board (the Board), now that Committee Chairpersons had been appointed.

The Director of Strategy and Resources advised of the proposed Membership of the Board as set out in Appendix 1 to Agenda Item 15.

The Leader of the Council referred to the need for a non-aligned person to be appointed to the Appointments Board and nominated Councillor V J Bell. This was duly seconded.

In response to a query the Lead Legal Specialist and Monitoring Officer provided some clarity regarding the named substitutes for the Leader of the Council and Committee Chairpersons explaining that these were predetermined substitutes as set out in the Constitution.

Following a further query regarding the Council's earlier appointment of three Opposition Leaders and whether the Membership of this Board should be amended to reflect this, the Director of Strategy and Resources advised that because the Council had agreed there would be three Opposition Leaders the Board membership should be amended accordingly. The Director advised that following this amendment, taking into consideration those named positions already highlighted as proposed members of the Board and according to political balance requirements, the Maldon District Support Group would need to confirm whether Councillor W Stamp (as Chairperson of the Performance, Governance and Audit Committee) or Councillor J C Stilts (as an Opposition Leader) would take the seat allocated to their Group. Under political balance only one seat was available to the Maldon District Support Group.

Councillor Stilts advised that she would give way to Councillor Stamp and not sit on the Appointments Board.

The Leader of the Council then clarified the proposed nominations from each of the Political Groups.

Councillor A S Fluker commented that the membership of the Board needed to be amended to state Opposition Leaders and he proposed that this change be made. In response the Chairperson clarified that as advised by the Director of Strategy and Resources this had been agreed by the Council earlier.

In response to a question regarding substitutes for Committee Chairpersons and maintaining political balance, the Lead Legal Specialist and Monitoring explained that normal substitution arrangements did not apply as the Constitution already set out who would substitute. In respect of the political balance requirements, Legislation required the Council to apply these to the best of its ability, if however, this was not possible Legislation said that this would not annul any decision made.

The Chairperson then put to the Council that the membership of the Appointments Board be confirmed, and this was duly agreed.

**RESOLVED** that the membership of the Appointments Board for the ensuing Municipal Year be as follows:

Leader of the Council (Councillor R H Siddall)\*

Leaders of the Opposition (Councillors J Driver and S J N Morgan)\*

\* or their deputies

Chairperson or Vice-Chairperson of the Strategy & Resources and  
Performance, Governance & Audit Committees  
Councillor V J Bell

## **19. APPOINTMENT OF REPRESENTATIVES TO LOCAL GOVERNMENT AND OUTSIDE BODIES**

The Council considered the report of the Director of Strategy and Resources, circulated prior to the meeting, seeking Members' consideration of the appointment of representatives to serve on Local Government and Outside Bodies for the ensuing municipal year to May 2025.

The Chairperson moved recommendation (i) as set out in the report and this was duly agreed.



Councillor A S Fluker advised of an amendment to Appendix 1 of the report, that under the Maldon Harbour Improvement Commissioners reference should be to Blackwater Estuary Siltation Steering Group, not Blackwater Estuary . This was noted.

The Chairperson advised that recommendation (ii) did not apply and moved recommendation (iii) and this was duly.

## **RESOLVED**

- (i) that subject to the amendment raised, the appointment of representatives on Local Government and outside bodies as detailed in **APPENDIX 1** to these Minutes, be approved;
- (ii) that Members appointed as representatives to Local Government and Outside Bodies are responsible for sharing minutes of meetings attended, to be stored centrally on the Modern.Gov library as per the details in section 3.4 of the report.

## **20. APPOINTMENT OF MEMBERS TO SERVE ON WORKING GROUPS OF THE COUNCIL**

The Council considered the report of the Director of Strategy and Resources, circulated prior to the meeting, seeking Members' agreement to appoint Members to serve on Working Groups of the Council for the municipal year, as set out in Appendix 1 to the report. The report highlighted that two Working Groups had been added to the list and three deleted.

The Chairperson referred to the Motion submitted by Councillor J C Stilts and duly seconded by Councillor P L Spenceley, deferred from an earlier point on the agenda, and asked Councillor Stilts to present her Motion.

Councillor Stilts moved the following:

That Council resolves to agree that the Finance Member Group is constituted of ten Members of the Council and that it will be politically balanced. That substitution can be made from any member of their group.

The working group will consist of

- Leader of the council or Deputy
- Leaders of political groups or Deputies
- Chair of Strategy and Resources Committee
- Vice Chair of Strategy and Resources Committee
- Chair of Performance, Governance and Audit Committee
- Vice Chair of Performance, Governance and Audit Committee
- Up to 4 members of the council (dependent on the number of group leaders) to ensure political balance.

This was duly agreed by assent.

The Chairperson then moved each of the recommendation as set out in report in turn and these were duly agreed.

## **RESOLVED**

- (i) That Finance Member Group is constituted of ten Members of the Council (se set out below), politically balanced and that substitution can be made from any Member of their group.

- The Leader of the Council or their Deputy
  - Leaders of the Political Groups or the Deputies
  - Chairperson of Strategy and Resources Committee
  - Vice-Chairperson of Strategy and Resources Committee
  - Chairperson of Performance, Governance and Audit Committee
  - Vice-Chairperson of Performance, Governance and Audit Committee
  - Up to four members of the Council (dependent on the number of Political Group leaders) to ensure political balance.
- (ii) That Members approve the nominations for the Working Groups provided by the respective Political Groups as set out in **APPENDIX 2** to these Minutes;
- (iii) That the Working Group Protocol Document as set out in Appendix 2 to the report be adopted as a guidance document for the Council.

## 21. **ANNUAL REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE**

The Council considered the report of the Director of Strategy and Resources presenting an annual update on the activities of the Overview and Scrutiny Committee.

The annual report for 2023 / 24 had been agreed by the Overview and Scrutiny Committee at its last meeting and was set out in Appendix 1 to the report. It was noted that the annual reporting arrangements ensured a degree of accountability to the Council.

The Chairman invited Councillor S J N Morgan, as Chairperson of the Committee to present the report to the Council. Councillor Morgan proposed that the recommendation as set out in the report be approved. This was duly seconded and agreed.

In response to a question regarding the Corporate Project – Land acquisition at Heybridge, Councillor Morgan advised that the lessons learnt document should be available at the next meeting of the Committee to which Members could attend.

**RESOLVED** that the annual report of the Overview and Scrutiny Committee for 2023 / 24 be accepted.

## 22. **PROCUREMENT STRATEGY**

The Chairperson referred to the agenda and a recommendation coming forward from the Strategy and Resources Committee (1 February 2024) seeking adoption of the Procurement Strategy (the Strategy) attached as Appendix 1 to the agenda. He moved recommendation (i) as set out in the report and this was duly agreed.

In response to a question regarding reference in the Strategy to being climate neutral by 2030, the Director of Strategy and Resources explained that this referenced the existing Climate Action Strategy and Officers would be bringing a report to the Council in July 2024 regarding the challenges of delivering this. It was noted that all Strategies were subject to changes and if updated any document (such as this Strategy) would be updated accordingly.

A member raised a comment regarding the difficulty for local businesses to get onto the Council's procurement list and requested that Officers to review this. In response, the

Director of Strategy and Resources advised that the Council recognised working with local businesses and he would respond to the Member outside of the meeting.

The Chairperson then moved recommendation (ii) as set out on the agenda. This was duly seconded and agreed.

**RESOLVED**

- (i) That the Maldon District Council Procurement Strategy attached at Appendix 1 to the Council agenda be adopted;
- (ii) That delegated authority be granted to the Director of Strategy and Resources in consultation with the Chairperson of the Strategy and Resources Committee, to approve amendments to the Procurement Strategy where required.

**23. 2024 / 25 SCHEDULE OF MEETINGS**

The Chairperson moved the proposed change to the Performance, Governance and Audit Committee due to take place on 6 June 2024, as set out on the Council agenda. This proposal was duly seconded and agreed.

**RESOLVED** that the Performance, Governance and Audit Committee meeting scheduled for 6 June 2024 be moved to Thursday 20 June 2024.

There being no other items of business the Chairperson closed the meeting at 9.00 pm.

K M H LAGAN  
CHAIRPERSON

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### Representatives to Outside Bodies

#### Local Government Bodies:

BODY	REPRESENTATIVE	LEAD OFFICER
East of England Local Government Association	<b>Leader of the Council</b>	Director of Strategy and Resources
Local Government Association	<b>Leader of the Council</b>	Director of Strategy and Resources

#### Outside Bodies (not appointed by Maldon District Council but involve Members of the Council):

BODY	REPRESENTATIVE	LEAD OFFICER
Essex Leaders and Chief Executives Group	<b>Leader of the Council</b>	Director of Strategy and Resources
Essex Partnership Board (Mid Essex Representative)	<b>Leader of the Council</b>	Director of Strategy and Resources

#### Representatives to Outside Bodies made by the Council:

BODY	LEAD OFFICER	TO BE APPOINTED	2024/ 25 NOMINATION
A12 Widening Member Group (ECC) (NEW)	Assistant Director- Planning and Implementation	One Ward Councillor from Wickham Bishops and Great Totham	S J N Morgan R H Siddall
Action for Family Carers Liaison Board	Thematic Lead, Community	One Member of Council	N J Swindle
Blackwater Estuary Siltation Steering Group – Annual meeting	Head of Assets, Coast and Countryside	One Member of the Council- same Member as Maldon Harbour Improvement Commissioners Representative	A S Fluker
Bradwell Local Community Liaison Council	Strategy, Policy and Communications Manager	Four Members of the Council	D Bown J Driver A Fittock M G Neall

BODY	LEAD OFFICER	TO BE APPOINTED	2024/ 25 NOMINATION
Brickhouse Farm Management Committee	Head of Assets, Countryside and Coast	Two Members of the Council	K M H Lagan J C Stilts
Civilian and Military Partnership Board	Thematic Lead, Community	One Member of the Council	S J N Morgan
<del>River Crouch Coastal Community Team (Management Team)</del> Crouch Valley Coastal Community (name change 18.03.24)	Specialist: Communications, Marketing and Engagement	One Member of the Council	D O Bown
Drapers Farm Sports Club Committee	Head of Asset, Coast and Countryside	One Member of the Council	S J Burwood <i>Reserve: N D Spenceley</i>
Essex Coastal Forum	Head of Asset, Coast and Countryside	One Member of the Council <i>Substitute: One Member of the Council</i>	A Fittock <i>Substitute: K M H Lagan</i>
Essex Countywide Traveller Unit Joint Committee	Lead Specialist, Community	One Member of the Council	J C Hughes
Essex Future of Leisure Board (NEW)	Commercial Manager / Community Health and Wellbeing Officer	One Member of the Council	L Haywood
Essex County Council (ECC) twice yearly Climate Summits		Leader of the Council	Leader of the Council
Essex Flood Partnership Board	Head of Environmental Health, Waste and Climate Action	One Member of the Council <i>Substitute: One Member of the Council</i>	P L Spenceley <i>Substitute: A Fittock</i>
Essex Housing Policy Portfolio	Head of Housing Operations	One Member of the Council	Chairperson of the Strategy and Resources Committee

BODY	LEAD OFFICER	TO BE APPOINTED	2024/ 25 NOMINATION
Essex Planning Portfolio Holders Group	Assistant Director: Planning and Implementation	Chairperson of the Strategy and Resources Committee <i>Substitute: Vice-Chairperson of the Strategy and Resources Committee</i>	Chairperson of the Strategy and Resources Committee <i>Substitute: Vice-Chairperson Strategy and Resources Committee</i>
Essex Police Fire and Crime Panel <i>(The Substitute must be from the same Political Group)</i>	Director of Service Delivery	One Member of the Council <i>Substitute: One Member of the Council</i>	S J Burwood <i>Substitute: W Stamp, CC</i>
Essex Waste Member Partnership Board	Waste Commissioning and Contracts Manager	Chairperson of the Strategy and Resources Committee <i>Substitute: Vice-Chairperson Strategy and Resources Committee</i>	Chairperson of the Strategy and Resources Committee <i>Substitute: Vice-Chairperson Strategy and Resources Committee</i>
Livewell Partnership Group	Strategy Theme Lead – Community	Six Members of the Council	S J Burwood L J Haywood A M Lay N G F Shaughnessy E L Stephens S White
Local Government Association Coastal Issues Special Interest Group	Head of Asset, Coast and Countryside	One Member of the Council <i>Substitute: One Member of the Council</i>	A M Lay <i>Substitute: R G Pratt</i>
Local Government Flood Forum	Head of Environmental Health, Waste & Climate Action	One Member of the Council <i>Substitute: One Member of the Council</i>	P L Spenceley <i>Substitute: A Fittock</i>
Maldon District Dementia Alliance (appointed by the Council 18/03/21)	Strategy Theme Lead - Community	One Member of the Council	N J Swindle

BODY	LEAD OFFICER	TO BE APPOINTED	2024/ 25 NOMINATION
Maldon District Tourism Board	Specialist: Communications, Marketing and Engagement	One Member of the Council	J C Stilts <i>Reserve: K Jennings</i>
Maldon Harbour Improvement Commissioners <i>This position is an appointment as a Commissioner for a minimum period of three years (appointment will continue even if Member leaves the Council)</i>	Head of Assets, Coast and Countryside	One member of Council - same as Blackwater Estuary Siltation Steering Group representative	A S Fluker (until June 2026)
Maldon High Street Focus Group (Council 16 July 2020)	Lead Specialist Prosperity	Two Members of the Council	K Jennings N R Miller
Mid Essex Alliance (NEW)	Director of Strategy and Resources	Leader of the Council	Leader of the Council
North Essex Economic Board (NEEB)	Lead Specialist Prosperity	Leader of the Council	Leader of the Council
PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee 2022-23		One Member of the Council	E L Stephens
Plume Educational Trust (Four yearly appointment)		Two Members of the Council	C Swain (from 15 June 2021 until 14 June 2025) K Jennings (from 15 June 2023 until 14 June 2027)
Responsible Authorities Group (RAG) (Community Safety)	Director of Service Delivery / Director of Strategy and Resources / Community Safety Partnership Manager	One Member of the Council <i>Substitute: One Member of the Council</i>	A Fittock <i>Substitute: N D Spenceley</i>
Safer Essex Group	Director of Service Delivery	One Member of the Council	J C Stilts



BODY	LEAD OFFICER	TO BE APPOINTED	2024/ 25 NOMINATION
South Essex Parking Partnership – Joint Committee	Assistant Director Service Delivery	One Member of the Council  <i>Substitute: One Member of the Council</i>	S J N Morgan  <i>Substitute: R G Pratt</i>
Southend Airport Consultative Committee	Strategy Theme Lead– Prosperity	One Member of the Council	D O Bown
Stow Maries Aerodrome Consultative Committee (Appointed 20/12/18)	Director of Resources	Two Members of the Council	A Fittock N D Spenceley
Superfast Essex Steering Board		Chairperson of the Strategy and Resources Committee	Chairperson of the Strategy and Resources Committee
The Thomas Plume Library Charitable Incorporated Organisation		One Member of Council	N D Spenceley
West Maldon Community Association Management Committee	Strategy Theme Lead Community	One Member of the Council	N G F Shaughnessy (agreed at Council 13.07.23)

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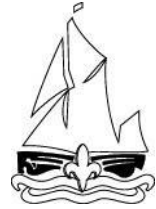
**Member Working Groups****Appointed by the Council**

<b>Member Working Group</b>	<b>Lead Officer</b>	<b>To appoint</b>	<b>2024 / 25 Representatives</b>
Air Quality Management (Market Hill) Member Officer Working Group	Head of Environmental Health, Waste and Climate Action	Eight Members of the Council	J Driver K M H Lagan A M Lay N R Miller N G F Shaughnessy P L Spenceley J C Stilts N J Swindle
Finance Member Group	Chief Finance Officer	<p>Eight Members of the Council consisting of:</p> <ul style="list-style-type: none"> <li>• Political Group Leaders</li> <li>• Chairperson of the Strategy and Resources Committee (S&amp;R)</li> <li>• Vice-Chairperson of the S&amp;R</li> <li>• Chairperson of the Performance, Governance and Audit Committee (PGA)</li> <li>• Vice-Chair of the PGA</li> </ul> <p>NB: The above membership was changed following agreement of the Motion proposed by Councilor J C Stilts.</p>	<p>Ten Members of the Council consisting of:</p> <p>Political Group Leaders Chairperson of the S&amp;R Vice-Chairperson of S&amp;R Chairperson of PGA Vice-Chairperson of PGA</p> <p>A Fittock A M Lay M E Thompson</p>

Member Working Group	Lead Officer	To appoint	2024 / 25 Representatives
Leisure Contract Task and Finish Working Group	Commercial Manager / Director of Service Delivery	Eight Members of the Council	M F L Durham, CC A Fittock L J Haywood A M Lay S J N Morgan M G Neall P L Spenceley E L Stephens
Levelling Up Delivery Board (NEW)	Director of Strategy and Resources	Leader of the Council Deputy Leader of the Council Group Leaders Deputy Group Leaders	Leader of the Council Deputy Leader of the Council Group Leaders Deputy Group Leaders
Member Training and Development Member Working Group	Assistant Director - Programmes, Performance and Governance	Eight members of the Council	S J Burwood L J Haywood S J N Morgan R H Siddall N D Spenceley E L Stephens J C Stilts M E Thompson
Planning Policy Working Group	Assistant Director of Planning and Implementation	Eight Members of the Council	J Driver A Fittock A S Fluker K M H Lagan S J N Morgan R H Siddall P L Spenceley M E Thompson

Member Working Group	Lead Officer	To appoint	2024 / 25 Representatives
Strategic Asset Group (NEW)	Director of Strategy and Resources	Twelve members of the Council	M G Bassenger J Driver M F L Durham, CC A Fittock A S Fluker K M H Lagan A M Lay S J N Morgan R H Siddall P L Spenceley W Stamp, CC M E Thomson
Strategic Housing Board - Housing and Homelessness Reference Group	Head of Housing Operations	Six Members of the Council	L J Haywood K Jennings S J N Morgan N G F Shaughnessy P L Spenceley E L Stephens

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**MINUTES of  
COUNCIL  
28 MAY 2024**

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**PRESENT**

Chairperson                      Councillor K M H Lagan

Councillors                      M G Bassenger, V J Bell, D O Bown, S J Burwood, J Driver,  
M F L Durham, CC, A Fittock, A S Fluker, L J Haywood,  
J C Hughes, A M Lay, W J Laybourn, N R Miller,  
S J N Morgan, M G Neall, N G F Shaughnessy, R H Siddall,  
U C G Siddall-Norman, N D Spenceley, P L Spenceley,  
W Stamp, CC, E L Stephens, J C Stilts, N J Swindle,  
M E Thompson, S White and L L Wiffen

**67.      CHAIRPERSON'S NOTICES**

The Chairman welcomed everyone to the meeting and went through some general housekeeping arrangements for the meeting.

**68.      APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors K Jennings and R G Pratt.

**69.      DECLARATION OF INTEREST**

There were none.

**70.      PUBLIC QUESTIONS**

There were none.

**71.      CHAIRPERSON'S ANNOUNCEMENTS**

The Chairperson referred to the RideLondon event which had recently taken place in the District and how this had been a fantastic advertisement for the town of Maldon. The Organisers had been very impressed and the Chairperson looked forward to the event taking place next year.

**72.      QUESTIONS IN ACCORDANCE WITH PROCEDURE RULE 6(3) OF WHICH NOTICE HAS BEEN GIVEN**

There were none.

### **73. FIVE-YEAR HOUSING LAND SUPPLY**

The Council considered the report of the Assistant Director – Planning and Implementation setting out the Council's Five-Year Housing Land Supply (5YHLS) position for publication.

The Chairperson drew Members' attention to a supplementary paper which had been circulated prior to the meeting setting out some minor amendments to both the report and Appendix.

The report provided detailed background information regarding the Maldon District 5YHLS methodology and how following review in 2023 the Council had concluded that the methodology for the 5YHLS calculations were robust if the decisions around what went into the supply were soundly backed by evidence. Further considerations and changes that had been taken into account when calculating the current 5YHLS were set out in the report. Appendix 1 to the report provided detailed evidence that the Council could demonstrate a supply of specific, deliverable sites sufficient to provide for 6.3 years' worth of housing against the Council's identified housing requirements.

Members noted that the 5YHLS had increased substantially since 2021 / 22 and the report set out the reasons for this.

In response to a question, the Head of Service - Planning Policy and Implementation advised that the 5YHLS would be valid for one year starting from the date of its publication.

The Chairperson moved the recommendations set out in the report. This was duly seconded and agreed by assent.

At this point Councillor W Stamp sought confirmation when Members would be receiving a briefing on the Local Development Plan Review and requested a Member briefing raising concerns that Members were not getting enough information at the appropriate time. She noted the change to the methodology detailed in the report and commended the Working Group for taking on board what Members had been saying regarding the 5YHLS and the challenge over what to include and not include. In response, the Head of Service advised that a Member briefing would be organised following discussions with the Working Group to agree this.

The Leader of the Council agreed with the comments raised and reiterated the importance that as more policies were defined these were presented to Members along with regular updates, when appropriate. A meeting would be scheduled in the next couple of months.

Councillor A S Fluker agreed with Councillor Stamp, referred to the dramatic drop in the strategic assessment number and how the location of houses was important, especially with regarding to education. He proposed that a confidential report be brought back to the Council, to avoid delays going back through the Working Group and then coming forward to the Council. This proposal was not supported.

In response to the comments raised, the Chairperson (as Chairperson of the Planning Policy Working Group) advised that it would be logical and timely to wait until the new Working Group had met on 11 June and then have dates circulated following that. He agreed that all Members needed to contribute and be brought up to date on the work that had been done. The Chairperson advised that the points raised by Councillor Fluker and Stamp would be recorded in the Minutes.



## **RESOLVED**

- (i) That the briefing paper appended to the report at Appendix 1 and its accompanying spreadsheets (Appendix A) be endorsed as providing robust evidence that the Council can demonstrate a supply of specific, deliverable sites sufficient to provide for 6.3 years' worth of housing against the Council's identified housing requirements;
- (ii) That the Five-Year Housing Land Supply position be approved and published on the Council's website.

## **74. 2024 / 25 SCHEDULE OF MEETINGS**

The Chairperson moved the proposed change to the Performance, Governance and Audit Committee due to take place on 20 June 2024, as set out on the Council agenda. This proposal was duly seconded and agreed.

**RESOLVED** that the Performance, Governance and Audit Committee meeting scheduled for 20 June 2024 be moved to Tuesday 18 June 2024.

## **75. QUESTIONS TO THE LEADER OF THE COUNCIL IN ACCORDANCE WITH PROCEDURE RULE 1 (3)(M)**

Councillor S White referred to questions she had raised at the last Council meeting regarding the protection of trees in the District, the importance of nesting birds and how following agreement at the meeting she was still awaiting a response from the Leader of the Council. She asked the Leader if he would agree with her that protected characteristics, namely disabilities, should never be brought up in any Council business whatsoever. In response, the Leader of the Council advised that he had raised the questions from Councillor White with Officers and was awaiting a response, however as advised at that meeting, he did completely agree with Councillor White's position. The Leader agreed that there should be no raising of protective characteristics and expressed the importance to show respect and protect people's privacy. In response to a request from Councillor White to meet with the Leader regarding this matter, the Leader advised if Councillor White was to email him, he would be happy to meet with her.

Councillor A S Fluker referred to previous Motion he had raised regarding not going ahead with the affordable housing project in Heybridge, how the Motion was being dealt with by the Overview and Scrutiny Committee (O&S) and the time it was taking Officers to prepare a lessons learnt document. He asked the Leader of the Council if he would agree with him and help him get sight of this much needed document. In response the Leader of the Council reminded Members how he did not attend the O&S but was sure that the Chairperson and Vice-Chairperson of the O&S would take responsibility to ensure that items were reported in a timely manner so the Committee could scrutinise how that work took place. Councillor S J N Morgan, Chairperson of the O&S advised that he would be seeking to put forward an emergency meeting of the O&S and it was his intention to raise this matter at the same time.

Councillor W Stamp asked the Leader of the Council if he agreed with her that everybody in the opposition groups, Leaders, deputies and their members had worked extremely hard in the last municipal year. She felt the Leader should congratulate past Members who had worked tirelessly to put this Council in a better place. The Leader of the Council agreed with Councillor Stamp and commented how the Council was a different place, organisation, culture and atmosphere. He welcomed that the Groups had worked together along with the non-aligned Members, and they should all be proud

of what had been done, working together in the best interests of the Council and the District and how the longer this could continue the better it would be for everyone, including residents and Officers.

**76. BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES CONSIDERED BY THE CHAIRPERSON TO BE URGENT**

There was none.

**77. EXCLUSION OF THE PUBLIC AND PRESS**

**RESOLVED** that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.

In response to a question regarding the reasons for Agenda Item 12 – Levelling Up Culture Investment Plan being considered in private session, the Lead Legal Specialist and Monitoring Officer provided Members with information in respect of the private and confidential paragraph cited on the report, explaining how the projects were at very early stage and there were many people that could be considered stakeholders. In his professional opinion and due to the commercial sensitivities, the Officers advised that it was appropriate to consider the report in private session prior to any consultation taking place.

**78. LEVELLING UP CULTURE INVESTMENT PLAN**

Councillor M F L Durham declared a non-registerable interest in this item of business as he was Cabinet Member for the Arts, Heritage and Culture at Essex County Council, Chairman of Visit Essex and a Board Member of the Arts Council England South East Board.

The Council considered the report of the Levelling Up Delivery Board presenting the proposed Levelling Up Investment Plan (Appendix 1 to the report) and seeking agreement for it to be submitted to the Department of Levelling Up, Housing and Communities (DLUHC) by 3 June 2024.

Councillor J Driver, Chairperson of the Levelling Up Delivery Board presented the report and provided the Council with detailed information regarding the work undertaken and the projects set out in Appendix 1 to the report. The Director of Strategy and Resources thanked the Levelling Up Delivery Board for the thorough work it had done along with Officers, particularly the Lead Specialist Prosperity and Senior Project Manager

The Council then received a detailed presentation from the Lead Specialist Prosperity and Senior Project Manager.

Members were advised that when this fund was announced within the Governments Spring Budget 2024 it was specifically for culture funding and therefore the options for using the funding were limited. During the lengthy debate that ensued a number of questions were raised by Members and the Officers present provided detailed responses to them. This included information relating to the project operating costs, funding, consultation along with working in partnership with interested parties, the

modelling figures used in terms of the number of people using the projects, potential income and the proposed timeline.

Councillor A S Fluker raised some concern regarding recommendation (iii) particularly monitoring the spend. He proposed that recommendation (iii) be amended, and the Strategy and Resources Committee receive reports on a regular basis to monitor the spend in relation to the costs detailed. This proposal was duly seconded.

The Director of Strategy and Resources clarified that legislatively the monies had been passed by parliament but recognised that a new Government could make changes to that. In respect of the funding, he agreed that close monitoring was required and explained that this could not be capitalised until the asset had been released. The Interim Chief Finance Officer informed Members' that the Council wouldn't drawdown any monies until the DLUHC had accepted the investment fund.

Further detailed debate ensued. Councillor W Stamp asked that it be recorded that she did not agree with recommendation (iii) and felt it should be removed and an extraordinary meeting of the Council called to review the costs.

At this point the Leader of the Council highlighted the importance to see the opportunity that the proposed Levelling Up projects would offer.

The Chairperson then sought clarification from Councillor Fluker on the wording of his earlier proposal.

#### **79. ADJOURNMENT OF THE MEETING**

**RESOLVED** that the meeting be adjourned at 9:07pm to allow further clarification on the proposed amendment to recommendation (iii).

Councillors S White and L L Wiffen left the meeting at this point and did not return.

#### **80. RESUMPTION OF BUSINESS IN CLOSED SESSION**

**RESOLVED** that the extraordinary meeting of the Council resumed at 9:17pm in closed session.

#### **81. LEVELLING UP CULTURE INVESTMENT PLAN CONTINUED**

The Chairperson put recommendations (i), (ii) and (iv) to the Council and asked Councillor A S Fluker to clarify his earlier proposal in respect of recommendation (iii).

Councillor Fluker withdrew his earlier proposition and proposed that in respect of recommendation (iii) the Council agree costs of up to £400,000 subject to review once the business case had been agreed by the Department for Levelling Up, Housing and Communities (DLUHC). This proposal was not seconded. The Director of Strategy and Resources provided the Council with additional information regarding the £400,000 and confirmed that until such time as the investment plan was approved there would be no expenditure.

Following further discussion, the Chairperson moved each of the recommendations set out in the report.

Recommendation (i) was agreed, and Councillor E L Stephens asked that her dissent be recorded. Recommendation (ii) was duly agreed.

The Chairperson moved to recommendation (iii) and in accordance with Procedure Rule No. 13 (3) Councillor A S Fluker requested a recorded vote. This was duly seconded. The Chairperson put the vote and the voting was as follows:

For the recommendation:

Councillors M G Bassenger, V J Bell, S J Burwood, J Driver, M F L Durham, A Fittock, J C Hughes, K M H Lagan, A M Lay, W J Laybourn, N R Miller, S J N Morgan, N G F Shaughnessy, R H Siddall, U G C Siddall-Norman, N D Spenceley, P L Spenceley, N J Swindle and M E Thompson.

Against the recommendation:

Councillors A S Fluker, L J Haywood, M G Neall, W Stamp, E L Stephens and J C Stilts.

Abstention:

Councillor D O Bown.

The Chairperson advised that recommendation (iii) was therefore agreed. He then moved recommendation (iv) and this was duly agreed.

**RESOLVED**

- (i) that the proposed Levelling Up projects set out in Appendix 1 to the report which will be submitted to the Department for Levelling Up, Housing and Communities for approval in the form of an investment plan be supported;
- (ii) that subject to (i) being agreed, it is noted that the investment plan will require further officer refinement and completion of due diligence up to the submission deadline of 3 June 2024;
- (iii) that costs of up to £400,000 can be incurred to fund the anticipated project delivery costs and a new earmarked reserve would be created for this purpose from the Council's General Fund balances and it is intended to capitalise this funding within the project budget where possible;
- (iv) that subject to (i) above, Members note that a request for budget provision will be included in the 2026 / 27 budget to meet the ongoing costs of maintaining and running the assets once developed.

**82. CORPORATE STRUCTURE REVIEW**

The Council considered the report of the Monitoring Officer presenting for consideration, the recommendations of the Working Group established at the Council meeting on 14 December 2023 regarding restructuring of the Tier 1 Leadership Team.

Members were reminded of the decisions made by the Council at its meeting on 15 February 2024. The report provided an update on the consultation process undertaken and the amendments made to the Pay Policy Statement 2024 / 25 (Appendix 1 to the report) and Political Restrictions Policy and Procedure (Appendix 2) to reflect the new structure. It was anticipated that the new structure would be live from January 2025. The Society of Local Authority Chief Executives and Senior Managers (SOLACE) would support with the recruitment for a Chief Executive (Head of Paid Service) and

Appendix 3 to the report contained an indicative timeline. Appendix 4 provided benchmarking data for the Chief Executive role.

The Leader of the Council presented the report to the Council and thanked officers from Essex County Council who were working through the process with the Council.

Councillor S J N Morgan advised that he did not support the proposed Chief Executive model and sought support from other Members in voting against the proposal.

During the debate that ensued the Leader of the Council provided further information regarding the proposed recruitment process and including the training that would be available to the Appointments Board.

The Lead Legal Specialist and Monitoring Officer clarified that for the Head of Paid Service (Chief Executive) post the Appointments Board would make a recommendation to the Council. In addition he provided detail of the two professionals that would support the Appointments Board.

Councillor A S Fluker proposed that the recommendations set out in the report be agreed. This proposal was duly seconded.

In accordance with Procedure Rule No. 13 (3) Councillor S J N Morgan requested a recorded vote. This was duly seconded. The Chairperson clarified that the Council would first vote on recommendation (i) and (vi) and then the remaining recommendations.

The Chairperson then moved recommendations (i) and (vi) and the voting was as follows:

For the recommendation:

Councillors M G Bassenger, V J Bell, D O Bown, S J Burwood, J Driver, A Fittock, A S Fluker, L J Haywood, J C Hughes, K M H Lagan, A M Lay, W J Laybourn, M G Neall, N G F Shaughnessy, R H Siddall, U G C Siddall-Norman, N D Spenceley, P L Spenceley, W Stamp, E L Stephens and J C Stilts.

Against the recommendation:

Councillors M F L Durham, M R Miller, S J N Morgan and M E Thompson.

Abstention:

Councillor N J Swindle.

The Chairperson declared that recommendations (i) and (vi) were therefore agreed.

An amendment to recommendation (iii) was agreed to add the following to the recommendation "subject to the requirements of the constitution".

He then moved recommendations (ii), (iii) as amended, (iv), (v) and (vii) and the voting was as follows:

For the recommendation:

Councillors M G Bassenger, V J Bell, D O Bown, S J Burwood, J Driver, A Fittock, A S Fluker, L J Haywood, J C Hughes, K M H Lagan, A M Lay, W J Laybourn, M G Neall, N G F Shaughnessy, R H Siddall, U G C Siddall-Norman, N D Spenceley, P L Spenceley, W Stamp, E L Stephens, J C Stilts and N J Swindle.

Against the recommendation:

None.

Abstention:

Councillor M F L Durham M R Miller, S J N Morgan, and M E Thompson.

The Chairperson declared that recommendations (ii), (iii), (iv), (v) and (vii) were therefore agreed.

**RESOLVED**

- (i) That following a formal consultation process with affected employees, the previous 'in principle' recommendations of a Chief Executive (Head of Paid Service (HoPS)) post and a post of Deputy Chief Executive in the place of three Directors is confirmed;
- (ii) That the amendments to the Pay Policy 2024 / 25 set out in Appendix 1 to the report are approved;
- (iii) That authorisation is given to engage an external specialist recruitment company to work alongside the Leader of the Council and Monitoring Officer to recruit into the two new vacancies arising from the new structure subject to the requirements of the constitution;
- (iv) That the costs of £26,000 associated with external specialist recruitment company to be funded from Council's Transformational Fund;
- (v) That the amendments to the Political Restrictions Policy set out in Appendix 2 to the report are approved;
- (vi) That subject to (i) above an increase to Salary Grade P is approved;
- (vii) That all constitutional documents are amended to remove the reference to Directors in place of the Chief Executive (HoPS) and/or Deputy Chief Executive at the point that each is in post is agreed.

There being no other items of business the Chairperson closed the meeting at 9.57 pm.

K M H LAGAN  
CHAIRPERSON



MALDON DISTRICT COUNCIL

# **Empty Homes and Second Homes Premium Policy 2024-25**

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## 1. Introduction and background

- 1.1 The following policy outlines the Council's approach to the levying of empty homes premium and second homes premiums.
- 1.2 Premiums were introduced by government from 1 April 2013 with a view to encouraging homeowners to occupy homes and not leave them vacant in the long term.
- 1.3 The legislation which introduced premiums is S11B of the Local Government Finance Act 1992 (inserted by the Local Government Finance Act 2012). Premiums could only be charged on long-term empty dwellings. An empty dwelling is one which is 'unoccupied' and 'substantially unfurnished'. The definition of 'long-term' is where the dwelling has been empty for a continuous period of at least 1 year.
- 1.4 Initially the maximum level of premium was set by government at 50% of the amount of Council Tax chargeable. Each Council could determine the level of premium up to the maximum and this is charged in addition to the amount determined by the Council as payable for an empty dwelling<sup>1</sup>
- 1.5 Certain classes of dwellings cannot be charged a premium namely:
  - a dwelling which would be the sole or main residence of a person but which is empty while that person resides in accommodation provided by the Ministry of Defence by reason of their employment i.e., service personnel posted away from home<sup>2</sup>; or
  - dwellings which form annexes in a property which are being used as part of the main residence or dwelling in that property<sup>3</sup>.
- 1.6 In 2018 the Rating of Property in Common Occupation and Council Tax (Empty Dwellings) Act allowed authorities to increase the level of premiums on empty dwellings with effect from 1 April 2019 as follows;
  - Dwellings left unoccupied and substantially unfurnished for 2 years or more, - from 1 April 2019 a premium can be levied up to 100%;
  - Dwellings left unoccupied and substantially unfurnished for 5 years or more, - from 1 April 2020 a premium can be levied up to 200%; and
  - Dwellings left unoccupied and substantially unfurnished for 10 years or more, - from 1 April 2021 a premium can be levied up to 300%.
- 1.7 It should be noted that premiums are charged in addition to the 100% Council Tax payable on empty premises.

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<sup>1</sup> Under the Council Tax (Prescribed Classes of Dwelling)(England) Regulations 2003 and amended by the Council Tax (Prescribed Classes of Dwelling)(England) (Amendment) Regulations 2012 - Classes C & D.

<sup>2</sup> Council Tax (Prescribed Classes of Dwelling)(England) (Amendment) Regulations 2012 - Classes E

<sup>3</sup> Council Tax (Prescribed Classes of Dwelling)(England) (Amendment) Regulations 2012 - Classes F

- 1.8 Government, together with local authorities (including the Council) has unfortunately seen a rise in the number of empty homes together with a growth in second homes.
- 1.9 Inconsistencies in the legislation have also been identified whereby a premium can be avoided by the taxpayer merely furnishing an empty premises, when it would become a 'second home' which currently has a maximum charge of 100% with no premium.
- 1.10 In order to address these inconsistencies, and also to bring more dwellings into use, government has introduced sections within the Levelling Up and Regeneration Act 2023 (the Act).
- 1.11 This policy details the Council's approach in the charging of premiums as allowed within the new legislation.
- 1.12 The continued pressure on local authority finances (both the Council and the Major Preceptors) together with the need to encourage all owners of domestic premises to bring them back into use, makes it essential that the Council changes its approach to empty homes. The new legislation for second home premiums will encourage the use of dwellings as primary residences.

## **2. Empty homes premiums (From 1 April 2024)**

- 2.1 Section 79 (1) (b) of the Levelling Up and Regeneration Act 2023 permits the Council to impose an empty homes premium after one year instead of two years. Section 80 of the Act provides that from 1 April 2024, a property can be charged an empty homes premium at 100% after one year, even if it became empty before 1 April 2024.
- 2.2 The Council has resolved to implement the change with effect from 1 April 2024.
- 2.3 The legislation requires the Council to be mindful of any guidance or further regulation in relation to the implementation of the premiums and this is detailed in Section 4 of this policy.

## **3. Introduction of premiums for second homes (From 1 April 2025)**

- 3.1 The definition of a second home for Council Tax purposes is a dwelling which has "no one resident" but is "substantially furnished".
- 3.2 Section 80 (2) of the Act inserts a new section 11C into the Local Government Finance Act 1992. This permits the Council to apply a premium on second homes. The maximum Council Tax charge in these cases would be a standard 100% charge plus a premium of 100% making a total Council Tax charge of 200%.

- 3.3 Unlike empty dwellings, there is no requirement for a property to have been used as a second home for a fixed period of time before the premium can apply.
- 3.4 As with other changes introduced by the Act, section 11C (3) requires that the first decision to impose this class of premium must be taken at least 12 months before the financial year to which it would apply. In effect this means that premiums for second homes will not take effect until the 2025-26 financial year at the earliest.
- 3.5 The Council has resolved to charge second home premiums and has given the required notice.
- 3.6 The Act provides that a dwelling cannot be subject to both a second homes premium and an empty homes premium imposed under section 11B of the 1992 Act, and that an existing empty homes premium would cease to apply to a property which became subject to a second homes premium.

#### 4. Exceptions from the premiums (empty homes premiums and second homes premium)

- 4.1 Government has stated that regulations providing exceptions to the premiums will be laid in 2025. In the meantime, the Council has decided to allow the following exceptions:
- **Properties undergoing probate:** the Council will allow a 12-month exception from the empty and second home premiums after probate or letters of administration have been granted. The dwelling will be liable for the 100% of council tax once the class F exemption has ended; but a premium will not be levied for a 12-month period;
  - **Properties that are being actively marketed for sale or rent** - the Council will apply an exception for up to a **maximum of 12 months** from the date that active marketing commenced, or until the property has been sold or rented, whichever is the sooner. The Council, in determining whether this exemption applies will require the following evidence:
    - (a) evidence that the dwelling is being **actively** marketed for sale or rent through a recognised agent (evidence can include contracts with agents, advertisements in recognised newspapers or marketing websites);
    - (b) where the premises are being self-marketed by the owner or landlord, evidence that the premises is being **actively** marketed (evidence can include advertisements in recognised newspapers or letting websites);
    - (c) where for sale, evidence that the premises are being sold at a true market level for the size and type of dwelling within the area in which it is situated. Where the dwelling is for let, that the rent requested is at a true market level for the size and type of dwelling within the area in which it is situated.

The above list is not exhaustive and the Council reserves the right to request further evidence to support any claim for exceptions. The exception will only apply **once** to that dwelling for any taxpayer or taxpayers if they are jointly and severally liable;

- **Empty properties undergoing major repairs** - this exception is time limited to 12 months. The Council has decided that empty dwellings undergoing major repair works or structural alterations should be an exception to the premium for up to 12 months once the exception has been applied or when the work has been completed, whichever is the sooner. The exception will be applied at any time after the dwelling has been empty for at least 12 months, so long as the Council is satisfied that the necessary repair work is being undertaken. As with all other exceptions to the premiums, the Council will require the taxpayer to provide such evidence as is required to support their application;
- **Annexes forming part of, or being treated as, part of the main dwelling** - the Council will except such annexes from the Council Tax premium on second homes;
- **Job related dwellings** - currently, there is a Council Tax discount of up to 50% for properties which are unoccupied because the owner is required to live elsewhere for employment purposes. The discount applies where the dwelling is provided for the better performance of the duties of the employment, and it is one of the kinds of employment in the case of which it is customary for employers to provide dwellings for employees. The Council has decided that the dwelling should also be excepted to the second homes premium. **The exception will not apply to cases where someone chooses to have an additional property to be closer to work while having a family home elsewhere or where an individual is posted to a new location but maintain their previous address;**
- **Occupied caravan pitches and houseboat moorings** - the Council has decided that these caravans and boats should be an exception to the Council Tax premium on second homes; and
- **Seasonal homes where year-round or permanent occupation is prohibited or has been specified for use as holiday accommodation or prevents occupancy as a person's sole or main residence** - the Council has decided that dwellings that have restrictions or conditions preventing occupancy for a continuous period of at least 28 days in any 12-month period, or specifies its use as a holiday let, or prevents occupancy as a person's sole or main residence, should be an exception to the second homes premium.

## 5. Outcome expected and 'safety net'.

5.1 The expected outcomes of this policy are as follows:

- (a) Taxpayers will be encouraged, through the implementation of the premiums, to bring empty properties into use and to revert the use of second homes to primary residences;
- (b) The reduction of empty homes and second homes within the Council's area in line with the Council's Empty Property Strategy; and
- (c) Increased Council Tax income from empty homes and second homes.

- 5.2 There may be circumstances where the implementation of these changes may cause exceptional hardship to a taxpayer. In such cases, the Council will consider applications for a reduction in liability under its Section 13A (1)(C) of the Local Government Finance Act 1992 - Reduction in Council Tax liability policy.
- 5.3 Where such an application is received, it will be considered on an individual case basis taking into account the circumstances of the taxpayer and the situation regarding the level of Council Tax charged. Should the taxpayer be aggrieved by any decision of the Council a further right of appeal will be with the independent Valuation Tribunal.

## **6. Legislation**

- 6.1 The legislation that covers this policy and the recommendations made is as follows:
- S11A & S11B of the Local Government Finance Act 1992;
  - S11C of the Local Government Finance Act 1992 (as introduced by the Levelling Up and Regeneration Act 2023);
  - The Levelling Up and Regeneration Act 2023; and
  - S13A(1)(C) Local Government Finance Act 1992 (reduction in liability).
- 6.2 Due to changes in the legislation, the Council will be required to amend this policy, at any time, in line with statute.

## **7. Finance**

- 7.1 Any amount of premium received will be part of the Council's Collection Fund and will be shared between the Council and Major Precepting authorities in line with their share of the Council Tax.
- 7.2 Any reduction granted under S13A(1)(c) will be financed through the Council's general fund and do not form part of the Collection Fund.

## **8. Notification**

- 8.1 Where a taxpayer is granted an exemption, a revised demand notice will be issued. Where an exemption is applied for but not granted, the Council will provide a notification of its decision.

## **9. Appeals**

- 9.1 Appeals against the Council's decision may be made in accordance with Section 16 of the Local Government Finance Act 1992.

**9.2 The taxpayer must in the first instance write to the Council outlining the reason for their appeal. Once received the council will then consider whether any additional information has been received which would justify a change to the original decision and notify the tax payer accordingly.**

9.3 Where the taxpayer remains aggrieved, a further appeal can then be made to the Valuation Tribunal. This further appeal should be made within 2 months of the decision of the Council not to grant any reductions. Full details can be obtained from the Council's website or from the Valuation Tribunal Service website.

## **10. Delegated Powers**

10.1 This policy for the Council Tax premiums has been approved by the Council. However, the Lead Specialist, Service Delivery is authorised to make technical amendments to ensure it meets the criteria set by government and the Council.

## **11 Fraud**

11.1 The Council is committed to protecting public funds and ensuring that premiums are correctly charged.

11.2 A taxpayer who tries to reduce their Council Tax liability by incorrectly or falsely declaring their circumstances, providing a false statement or evidence in support of their application, may have committed an offence under The Fraud Act 2006.

11.3 Where the Council suspects that such a fraud may have been committed, this matter will be investigated as appropriate and may lead to criminal proceedings being instigated.

## **12. Complaints**

12.1 The Council's complaints procedure (available on the Council's website) will be applied in the event of any complaint received about this policy.



# Technology Strategy 2024 – 27

**Document Version:** 1.0

**Written By:** Lead ICT Specialist Grant C Hulley

**Reviewed By:** Assistant Director of Resources Annette Cardy



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### Key Information

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Review Date	Every Four Years
IT SharePoint Site Link:	TBC

### Key Information - Governance

The Strategy applies to:	Maldon Council officers
Committee the last ICT Strategy was approved at:	Council
Date of when the Strategy was approved:	30 June 2021
Last improvement Strategy for reference:	<a href="#">ICT Strategy</a>
This Strategy is due its next review:	31/03/2028



## Technology Strategy 2024 - 2027

### Executive Summary

This technology strategy sets out Maldon District Council's technology vision of the future and how technology can support the delivery of its corporate priorities set within the Corporate Plan 2023 – 2027 for the years 2024 to 2027.

As the technology strategy priorities are based on the Corporate Plan the following priorities are key to this strategy:

- **Supporting our communities**
  - Services delivered intelligently.
- **Enhancing and connecting our place**
  - More connected services
- **Helping the economy to thrive**
  - Reduced resource and services costs
- **Smarter finances**
  - Reduction in Technology costs.
- **A greener future**
  - Reduction in our technology CO2 and electrical usage.
- **Provide good quality services.**
  - Continued improvements to core systems and services.

Local government is facing challenging economic pressures alongside an increase in customer expectations. The way we use our technology is more vital than ever to support the enhancement of services to the residents of Maldon.

The Department for levelling up, housing and communities require local government to identify productivity plans to include 'How we plan to take advantage of technology and better use of data to improve decision making, service design and use of resources. The Technology strategy is a key contributor to this.

This strategy identifies four key priorities which provide the foundation for the council's technology framework and support the delivery of the authority Corporate Plan. These four priorities are listed below.

1. Managing Risk, Security and Compliance
2. Infrastructure for Digital Transformation
3. Streamlined Digital Processes
4. Data Insight



The aim of these is to foremost ensure stability and then provide for controlled development through the continued delivery of high quality, secure, agile, and cost-effective systems which enable flexible and efficient ways of working.

Focus will be on the **reduction of its technology footprint** to support **the green initiative** and **smarter finance's** whilst **streamlining services** and harnessing data to **support the communities, connecting our place, and improving the quality of service.**

## Introduction

The significant challenges that face the Council have prompted an organisational change in agenda which determines how services will be delivered and accessed by residents in the future. Key challenges include, hybrid working, budgetary constraints, increased customer demand and efficient resource requirements; and plans need to consider how Maldon District Council can make more efficient use of resources, work in closer collaboration with different agencies to optimize outcomes, whilst managing increasing pressures for flexibility.

Digital solutions provide an opportunity to develop new products and services, to create, collaborate and build successful service delivery models at a scale and a speed that was previously unimaginable. Digital technology gives opportunities to reduce the costs and increase the quality of public services, change the way in which we learn, work, live and access information from the world around us.

As technology advances and new consumer service models evolve, our customers' expectations for accessibility change. There is a drive both internally and externally to ensure that our services are increasingly more accessible, anytime, anywhere, anyplace.

This technology strategy aims to provides direction and outline of strategic ICT priorities that will shape Maldon District Councils future environment. It provides a platform that can harness innovation for the delivery of new service models, whilst providing a stable and resilient infrastructure which facilitates the most efficient use of resources.

Implementing this strategy will enable Maldon District Council to build on its investments in hybrid working to date and drive its digital delivery models. We have limited resource in the ICT team and the defined priorities in this Strategy will define the development of the ICT roadmap and resource allocation maximising the resources available to gain the most benefit through automation and the migration to cloud based infrastructure.

This strategy will be a 'living' document updated to respond to the changing and evolving business needs as and when change occurs. ICT's focus will be the removal of legacy systems in favour of a smarter more streamlined system enabling the council to better streamline its services to the public, as shown in the technology roadmap.



## Future long term technology vision

To align to the Corporate Plan the future technology vision must extend on the council's vision:

‘To be a sustainable council, promoting growth and investment at every opportunity. To support our communities through excellent partnership working and to maintain and improve quality of life’ The council will develop a technology architecture, built upon a fully integrated, data driven Authority that facilitates end to end digital service delivery across all the corporate business areas.

This framework will have Business Intelligence at its heart, providing corporate leadership, service managers and Council Members with the data and insight they need to make operational and strategic decisions, allowing the council to commission services based on detailed knowledge of the needs of our customers.

Much of this strategy will be delivered using cloud-based products, integrated into line of business applications.

The following slides set out the strategic priorities, which then shape our aims of the technology strategy i.e how we get there.

## Sustainability statement

MDC is committed to the use of sustainable technology within the end-to-end transformation of the council systems and services.

During engagement with external suppliers Maldon District Council actively drives the use of low carbon solutions alongside more energy efficient systems, A 2018 study found that using cloud systems such as Microsoft can be up to 93 percent more energy efficient and up to 98 percent more carbon efficient than current on-premises solutions. This strategy has a core focus on the migration to Cloud technologies for which one benefit is the reduction of energy use and the use of sustainable power sources.

## Strategic Priorities

### Strategic ICT Priority 1: Managing Risk, Security and Compliance

It is vital that the council is a secure place to work, learn and do business. Getting security right is a fundamental enabling element of our digital ambitions. As we carry out more transactions and share more information online the greater the risk of our information, operations and finances being stolen, exploited or disrupted. These risks will only increase as we build and benefit from the internet of things innovation. Our reputation for cyber resilience has the potential to quickly become a determinant of future economic success. We will ensure that;

- People can access straightforward, reliable and easily accessible advice on cyber security.
- We share information about cyber threats across sectors and are well prepared to manage them.
- Our digital public services are safe and secure to use.
- The systems and process we use are appropriately maintained/ robust
- There is resilience in key customer processes to ensure we deliver services effectively



- We will work with academic institutions partners to enable effective and coordinated cyber security research and innovation.
- Cyber resilience skills are embedded within our wider digital skills ambitions.

#### ***Outcomes, measures of Success***

- Ensure accreditation to national information security and governance standards. (Cyber Assessment Framework, Cyber Essentials Plus by 2026)
- Embed good security practice in all staff behaviour. (Training and testing through third party systems such as Boxphish with monitoring of outcomes)
- Deliver core customer processes in a consistent way
- Cyber Policies approved and in place (Inc AI, Cyber, Usage, Passwords)
- Active Directory migration to Azure Active Directory and cleansed
- Permission control based on group access and cleansed
- Removal of the Active Directory (AD)
- System training In-house to officers and members to support service delivery

#### **Strategic ICT Priority 2: A Modern ICT Infrastructure that enables digital transformation.**

Maldon District Council currently operates in an isolated environment whereby digital services do not all talk to each other across services. We will seek to build our internal Digital Business Technology Platform (Dynamics), developing centralised processes, and be a front runner for sharing and improving access to services across a network of authorities.

Our approach is to:

- Simplify and standardise ways of working across the council so that it becomes easier to use our services.
- Create common digital platforms for services that will encourage innovation in the delivery of public services whilst ensuring that the platforms and technologies are both secure and resilient.
- Make better use of cloud-based solutions as a source of both cost reduction and service innovation.

#### ***Outcomes, measures of Success***

- Commodity cloud services as well as shared service offerings will be meshed into an overall ICT platform for business use. A single platform will be presented built from a small number of providers (internal and external) E.g: Dynamics – Build based on process priority with visibility to CLT and ELT – 15 processes in dynamics by 2027
- 90% of our ICT infrastructure will be cloud based within 3 years. (Removal of the on site Data Centre and implementation of Azure services to allow for server migration into the cloud. 12 current hosts, 9 migrated to the cloud by 2026)



- Reduce the environmental impact of technology used by the council – Lower electrical and carbon use whilst achieving work force flow optimisations and savings through these optimisations.
- Building upon hybrid working to allow full remote access to systems and services from multiple device types and locations.

### Strategic ICT Priority 3: Streamline Processes to create an agile and flexible digital service model.

Automated Technology solutions facilitate new ways of analysing information in order to streamline processes and decision making. Using data from digital devices (sensors) that capture environmental and operational information from across the council estate, resources can be targeted more effectively, increasing capacity and reducing cost.

#### ***Outcomes, measures of Success***

- Adoption of Artificial Intelligence, Robotics and Machine Learning technology to drive process change.
- Create a culture of continuous process review and design to provide effective resource management.
- Develop a technology cost optimisation programme.
- Review Enterprise Resource Platforms and associated functions
- Create an Internet of Things network that provides data to improve infrastructure management and reduce climate change emissions.
- Task Smart / Dynamics delivery (PMO (P3), Stray Dogs, Environmental Health)
- Over all system reduction through the migration of data and services to new, intuitive systems

NB, although this is a goal of the strategy, acknowledging limited resources and the need to focus on systems architecture and security and resilience, investment in new technology is likely to have a smaller proportion of IT time/ resource allocated in the roadmap.

### Strategic ICT Priority 4: Developing Information for Business & Customer Insight

Data holds the key to unlocking innovation in public services. Better data sharing can generate new insights stimulate new ideas and deliver potential savings to the public sector. Such benefits will, however, only be realised if people in Maldon trust us to hold their data securely and use it in appropriate ways. We are already seeing benefits in areas of public service from the use of open and shared data. Collective data agreements are helping to widen access and reduce the costs of key data sources across the public sector.

#### ***Outcomes, measures of Success***

- Data from systems to be collated within cloud-based data stores enabling data mining to drive insights that support business decision making.



- Business users have tools to be able to navigate and draw knowledge from the accumulated data to support intelligence led commissioning.
- Data management processes are established as normal practice within business units supported by ICT services and tools to provide processes, governance and management of critical data.
- ARCGIS and Dynamics as a data centric system to optimise data sharing both internally and externally to drive work flow improvements.

## Information Systems and partners

We will manage data and security compliance at a level that provides assurance to customers and providers, that the information we hold is managed securely and governed within data protection regulations.

Microsoft will continue to be a strategic delivery partner over the life of this strategy and will support the council in delivering the **Technology Roadmap**. Projects over 2024 will be focussed on consolidation of key systems and using corporate technology platforms to deploy common standardised processes that facilitate automation and integration.

Using Azure cloud Business and Operational Analytics through PowerBI we will ensure that our core systems are fit for purpose and integrate with strategic delivery partner networks where appropriate.

The Microsoft Security and Compliance product suite will ensure our information and data is available to share within the constraints of a fully secure data governance framework. Automated document archiving, deletion and retention will optimise the way we store and retrieve data to ensure information is easily accessible.

Microsoft 365 power platform suite will facilitate collaborative systems and workplaces that increase resource capacity, capability and information sharing across multiple delivery agencies and providers.

In order to deliver the projects outlined in the Technology Roadmap we will continue to work in collaboration with the Essex Digital Partnership (EDP), Microsoft and Insight to ensure consistent operational technology support. Where specialist technical skills are required to implement specific transformational change programmes, we will engage with Microsoft 'gold' partners or their equivalent to provide innovative business solutions.

By using strategic delivery partners and a 'gold' partner supply chain we will deliver the following technology enabled strategic outcomes:



Provide staff, partners and public with access to reliable and predictable ICT services that fully exploit the benefits of technology.



Enable new ways of working and new service delivery models.



Use our information and data to drive an intelligence-based target resources where they can be most effective.



Provide secure, agile, and flexible digital technology solutions that empower customers and providers to improve service delivery.



Challenge and facilitate the business to take advantage of existing and new digital technologies.

## Resource and Governance

All organisational ICT decisions will be governed by CLT+ through the Lead ICT Specialist which will approve and advise Corporate Leadership Team (CLT) and Extended Leadership Team (ELT) on technology investment, direction and issues which have priority. Day to day ICT problems will be raised via Fresh Service (FS) and triaged to the appropriate knowledge base for assessment and diagnosis. High level FS tickets will then go to the Lead ICT specialist in prep for CLT+ based on the expert knowledge available. Doing so will give representation from all corporate directorates and area's, allowing for a global view of the council.

To ensure robust governance of technology commissions for both corporate and major business initiatives, The Lead ICT Specialist along side their stakeholders provide management oversight of technology programmes and projects holding the delivery partners to account, ICT workload for both projects and BAU will be based off the ICT Roadmap and a priority rating, new items following approval form CLT+ then get assigned a priority based on the roadmap and important to the council.

The Governance set out above will focus on:

- Priority setting and effective use of resources.
- Quality assurance
- Clearly defining roles and responsibilities
- Delivery outcomes and specific timetabling

The 'design authority' will reside with the Lead ICT Specialist who will define the overall corporate technology and strategic activity over the life of the Technology Strategy. Major initiatives to which ICT contribute will be set in accordance with the Strategic Delivery Plan. These priorities will be set out in an Infrastructure Business Delivery Plan and approved by the Corporate Leadership Team.

All corporate technology spend will be centrally managed by the Lead ICT Specialist via the ICT Budget with new technologies being funded from the forecast underspend.





When considering new technologies, an end to end process of analytic definition takes place to ensure new systems achieve the same or better levels of statutory and legal requirements, this is supported via direct contact with supporting legal bodies such as the National Cyber Security Centre (NCSC). Department for Levelling Up, Housing and Communities (DLUHC), Department of work and pensions (DWP) and the Local Government Association (LGA) to ensure Maldon District Council have the needed system for the next service delivery.

To ensure the council make best use of technology across the whole organisation we will develop additional skill sets within the ICT Teams including Change and Project Management, Business Process Analysts, Data Scientists, Programmers and Developers.

## Data and Business Intelligence

Digital data will enable the council to improve, optimise and reinvent existing business models, operating processes and outcomes. By using data strategically, the council will be insight driven, innovative and predictive when designing new service delivery models. Maldon Adopted a data management and insight strategy in 2023 which aligns to this data centric approach to our in house systems. ([Data Management and insight strategy link](#))

Digital is all about data. How it is collected, governed, secured and consumed. Data can be mined, refined and processed using automation to produce dynamic insights. This strategy must deliver a data infrastructure that promotes the innovative use of data across the public sector. It must encourage data sharing and collaborative insight to facilitate service improvement and awareness. It must have enterprise information management, governance, strategy, and skills embedded in the corporate culture.

We will utilise modern and collaborative tools to efficiently work together, deliver accessible services and reduce our carbon footprint. – MDC Corporate Plan 2023

At the core will be the Microsoft Azure Data Lake and Power BI analytics tool set. The data lake will have the ability to consume data from all line of business applications along with feeds from the Internet of Things (IoT) devices connected to cloud network services. This strategy sets the corporate direction and associated activities to achieve a corporate data platform that will be the central repository.

This will facilitate storage and analytic capability across multiple data sets from many services. Dynamic reporting will enable real time diagnostics and management information to be distributed across all levels of the council.



## Customer Engagement

Our customers will benefit from digital service delivery. The ubiquity of smart phones in all walks of life mean we must consider a transformation in customer engagement from a 'one stop shop' model to a 'no stop' model, in which all services we provide can be accessed 'on the move' from digital handheld devices.

To create successful digital services, we must focus on;

- Multichannel Delivery - User Centric, Personalised and Proactive
- Digital Platforms - Platforms, Partnerships and Ecosystems
- Data Centricity - Insight Driven, Innovative and Predictive

Our services must be integrated, personalised, and created using Human-Centred Design for better service outcomes. We must use data and provide knowledge to providers who can in turn develop Proactive Service Delivery Models that continuously receive digital feedback from service users.

We must continue to embrace and develop Automated Service Delivery techniques using newer technologies such as artificial intelligence, and machine learning to provide consistent, easily accessible transactional and informational services across a full range of public services.

Above all, we must empower our customers and providers to drive improvements in services using digital technology delivery models.



## The Technology Roadmap

A Technology Roadmap 2024-2027 supporting the delivery of our ICT priority and outcomes has been produced. The roadmap has four clear strategic priorities from this strategy with associated enabling projects. The projects are designed to encourage innovation and use of new technology, thereby shaping the way ICT is delivered across the Council.

In addition to this, Business As Usual (BAU) and core resilience will be factored into the ICT resource planning to allow for great optimization within the ICT teams.

In order to successfully develop and deploy activities within the roadmap, the Project management office (PMO) will be engaged to oversee each program and project of work.

In order to make the most of technology investment the Council is committed to the continued optimisation and consolidation of all systems and applications using Enterprise Business Capability to digitise business process and reduce overall resourcing cost e.g Sonicwall

The Technology Roadmap is broken down into three key areas per year, over the period of the strategy including the task end date as shown below:

2024/2025	2025/2026	2026/2027
Dynamics		
P3 – Jan 24 - April 24	Stray Dogs – May 25 - July 25	Workplan will be defined Process and System review.
Planning – May 25 - April 25	Corporate Risk – Aug 25 – De 25	
	Environmental Health – Dec 25 – April 26	
ArcGIS		
Waste route – Sep 24 – Dec 24	Workplan will be defined Process and System review.	Workplan will be defined Process and System review.
Abandoned vehicle's – Dec 24 – Apr 26		
Emergency Management – Dec 24 – April 26		
Public Phoenix Maps – Nov 24		
Projects		
Intune – Feb 24 - April 25	Co-Pilot – April 25 - Nov 25	Windows 365 – April 26 - July 27
Windows 11 – April 24 - Dec 24	Azure – April 25 - Dec 25	



# Technology Roadmap

**Dynamics:**  
P3 – April 24  
Stray Dogs – Nov 24  
Corporate Risk – Nov 24  
Environmental Health – April 25 (Process TBC)

**ArcGIS:**  
Waste route – Sep 24  
Abandoned vehicle's – Dec 24  
Emergency Management – Dec 24  
Public Phoenix Maps – Nov 24

**2024**  
**Intune:**  
Members Devices – April 24  
Staff Devices – Dec 24  
**Windows 11:**  
Image build – July 24  
Image test – Sep 24  
Deployment – Dec 24

**2025**

**2026**

**2027**

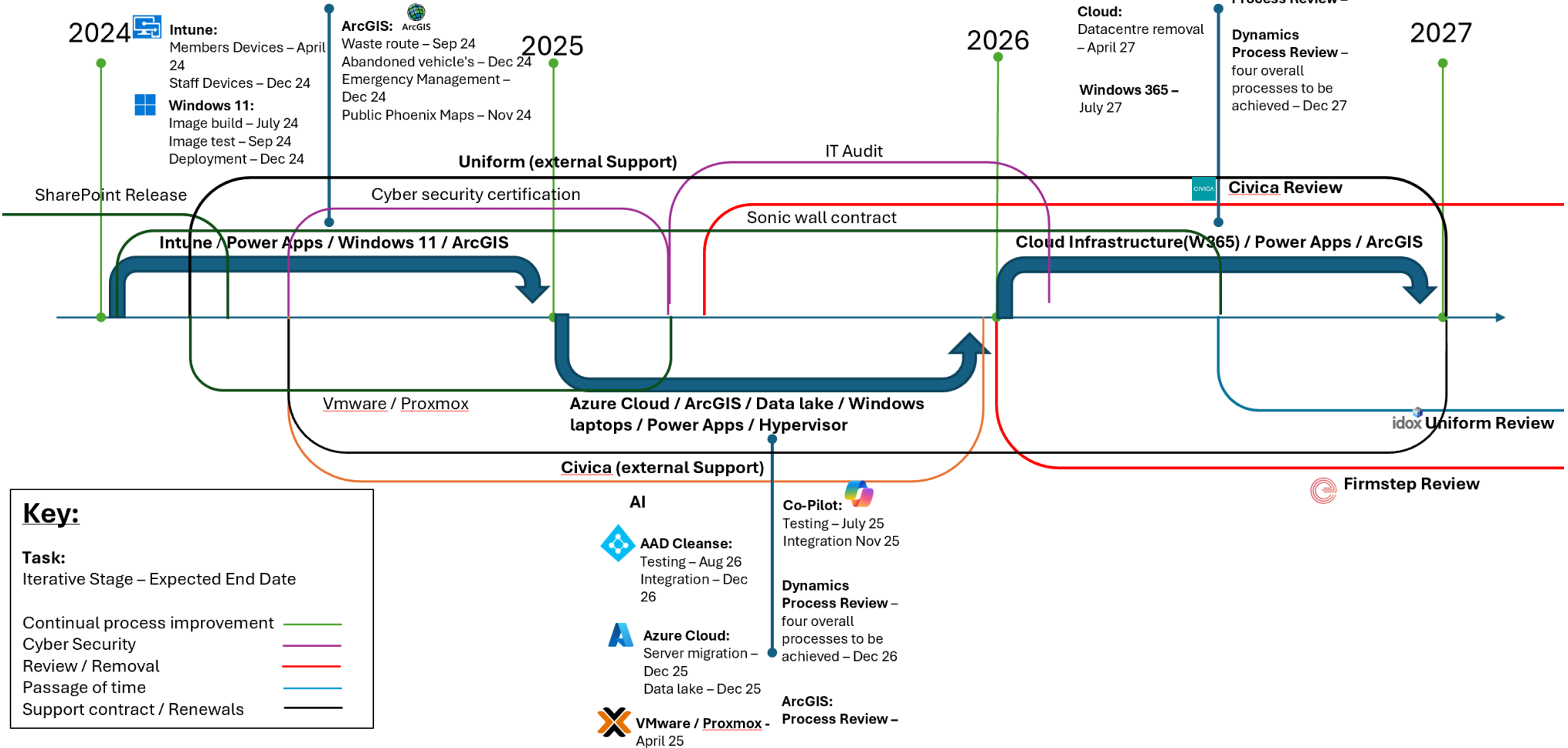
**Cloud:**  
Datacentre removal – April 27

**Windows 365 –**  
July 27

**ArcGIS:**  
Process Review –

**Dynamics Process Review –**  
four overall processes to be achieved – Dec 27

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## Summary

Maldon District Council is on a digital journey. The roadmap to delivery started in 2019 with an ICT strategy that clearly set out a set of projects based on cloud computing, mobility and flexibility within a well-defined secure framework that enabled data sharing across multiple delivery providers and hybrid working for officers and members alike.

With this technology Strategy 2023-2027, the journey continues, building on the platforms developed thus far and developing them using technology solutions that have emerged in the last four years.

Technology advances and a migration in the cloud computing marketplace will enable Maldon District Council to take full advantage of cloud data storage capacity and analytics to develop digital feedback mechanisms that will enhance our authority and create customer service models designed to be hybrid, proactive and personalised.

Using AI alongside autonomous devices connected to and interacting with their environment Maldon District Council will be able to improve infrastructure management and reduce the environmental impact of service delivery. It will be able to develop service models that improve the lives of vulnerable people and allow them to live more independently.

This Technology Strategy supports Maldon District Councils Corporate Plan 2024 – 2027 and the key priorities that are working towards improving the lives of those who live, work and learn in Maldon.

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**5. To the Assistant Director of Place and Community**

**Housing**

1. The determination of applications for Renovation Grants, Disabled Facilities Grants and Home Repair Assistance under the Housing Grants, Construction and Regeneration Act 1996.
2. The determination of Home Loss Payments and Disturbance Payments under the Land Compensation Act 1973 to occupiers displaced as a result of the making of a Closing Order or Demolition Order under the Housing Act 1985.
3. The determination of grants and signing notices under the Housing Grants, Construction and Regeneration Act 1996.
4. Housing the homeless including the determination of applications by persons to be considered as homeless under the Housing Act 1996.

**Environmental Health and related licensing/regulatory matters**

5. To authorise appropriately experienced and qualified officers to exercise the Council's powers and duties in respect of:
  - a. pollution control and general public health functions
  - b. refuse collections and waste management
  - c. housing functions relating to housing standards
  - d. of health and safety at work functions under the above legislation or any legislation replacing or amending the same, or any regulations made thereunder.
  - e. animal welfare functions
  - f. food hygiene functions
  - g. pest control functions
  - h. control of infection functions
  - i. caravan site licensing

under the legislation listed in 6 (below) or any legislation replacing or amending the same, or any regulations made thereunder.
6. Enforce and execute the duties and functions of the Council (including authorising in consultation with a Legal Advisor the institution of legal proceedings, and also works in default where the works can be undertaken within existing budgets) under the following statutory provisions and Regulations made thereunder:
  - (a) Animal Welfare Act 2006
  - (b) Anti-social Behaviour Crime and Policing Act 2014, Parts 2, 4 and 7
  - (c) Acquisition of Land Act 1981
  - (d) Breeding and Sale of Dogs (Welfare) Act 1999
  - (e) Building Act 1984 (Part III)

- (f) The Caravan Sites Act 1968
- (g) Caravan Sites and Control of Development Act 1960 (as amended, and to include the varying of site licence conditions)
- (h) Clean Air Act 1993
- (i) Clean Neighbourhoods and Environment Act 2005
- (j) The Compulsory Purchase Act 1965
- (k) Control of Horses Act 2015
- (l) Control of Dogs Order 1992
- (m) Control of Pollution Act 1974
- (n) Coronavirus Act 2020
- (o) Dangerous Dogs Act 1991
- (p) Dangerous Wild Animals Act 1976
- (q) Dogs Act 1906
- (r) Dogs (Fouling of Land) Act 1996
- (s) Energy Act 2011
- (t) Environment Act 1995
- (u) Environment Act 2021
- (v) Environmental Protection Act 1990 (as amended by the Environment Act 1995)
- (w) Essex Act 1987 (Part IV, Part VI and Part VII)
- (x) Food and Environment Protection Act 1985 (Parts I & III)
- (y) The Food Safety and Hygiene (England) Regulations 2013
- (z) Food Safety Act 1990 (as amended)
- (aa) Gambling Act 2005
- (bb) Guard Dogs Act 1975
- (cc) Health Act 2006
- (dd) Health and Safety at Work etc Act 1974 (and any other relevant statutory provisions as defined in Section 53 of the Act)
- (ee) House to House Collections Act 1939
- (ff) Housing Act 1985
- (gg) Housing Act 2004
- (hh) Housing and Planning Act 2016
- (ii) Housing Grants (Regeneration and Construction) Act 1996
- (jj) Land Compensation Act 1973
- (kk) Land Drainage Acts 1976 and 1991
- (ll) Law of Property Act 1925
- (mm) Licensing Act 2003
- (nn) Litter Act 1983



- (oo) Local Government and Housing Act 1989
- (pp) Local Government (Miscellaneous Provisions) Act 1976
- (qq) Local Government (Miscellaneous Provisions) Act 1982 (Sections 13 to 17, 27, 29 Part II and Part III)
- (rr) Mobiles Homes Act 2013
- (ss) National Assistance (Amendment) Act 1951 (so far as it relates to an application to a Magistrates Court for an order to remove a person to a place of safety)
- (tt) Noise and Statutory Nuisances Act 1993
- (uu) Noise Act 1996
- (vv) Official Feed and Food Controls (England) Regulations 2009
- (ww) Police, Factories, etc (Miscellaneous Provisions) Act 1916
- (xx) Pollution Prevention and Control Act 1999
- (yy) Prevention of Damage by Pests Act 1949 – (Part I)
- (zz) Public Health Acts Amendment Act 1890 – Section 42
- (aaa) Public Health Act 1936
- (bbb) Public Health Act 1961
- (ccc) Public Health (Control of Disease) Act 1984
- (ddd) The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014
- (eee) Refuse Disposal (Amenity) Act 1978
- (fff) Regulation (EC) No. 178 / 2002
- (ggg) Regulation (EC) No. 852 / 2004
- (hhh) Regulation (EC) No. 853 / 2004
- (iii) Regulation (EC) No. 854 / 2004
- (jjj) Regulation (EC) No. 882 / 2004
- (kkk) Regulation (EC) No. 2073 / 2005
- (lll) Scrap Metal Dealers Act 2013
- (mmm) Sunbeds (Regulation) Act 2010
- (nnn) Sunday Trading Act 1994
- (ooo) Town Police Clauses Act 1847
- (ppp) Trade in Animal Related Products Regulations 2011
- (qqq) Vehicle Excise and Registration Act 1994
- (rrr) Water Industry Act 1991 (Sections 67 – 86)
- (sss) Wildlife and Countryside Act 1981
- (ttt) Zoo Licensing Act 1981

Or such other Acts of Parliament as relate to the relevant statutory functions of the Environmental Health Team.

7. Subject to notification to the Ward Members and report to the Committee, the determination of Closing Orders under Section 278 of the Housing Act 1985.
8. To authorise Officers and duly appointed Contractors who are appropriately qualified and experienced to discharge the powers and duties delegated to the Assistant Director- Place and Community.

**8. LICENSING ACT 2003**

**Head of Service (Environmental Health, Waste and Climate Action):**

1. The grant of a Premises Licence or Club Premises Certificate where no representations are made by a Responsible Authority or Interested Party.
2. In consultation with a Legal Advisor, a determination that representations made by a Responsible Authority or Interested Party regarding an application for the grant of (or a variation of) a Premises Licence or Club Premises Certificate or for the grant of a Provisional Statement are frivolous or vexatious.
3. The grant of an application to vary a Premises Licence or Club Premises Certificate where no representations are made by a Responsible Authority or Interested Party, and in the case of an application for a Minor Variation to determine that application having taken into account any representations received.
4. The grant of an application to transfer a Premises Licence where no Notice has been given by the Chief Officer of Police.
5. The determination of an exemption from the requirement to obtain a Personal Licence holder's consent for an application to transfer a Premises Licence.
6. The issue of a Notice specifying the date of entry and inspection (or any extension of that date) where a Club applies for a Club Premises Certificate, a variation of a Certificate or on a review of a Certificate.
7. In consultation with a Legal Advisor, a determination that an application for a review of a Premises Licence or Club Premises Certificate on the grounds that the ground for review is not relevant to one or more of the Licensing Objectives or is frivolous, vexatious or repetitious.
8. In consultation with a Legal Advisor, a determination that a Club is not a Qualifying Club or has ceased to be a Qualifying Club.
9. The grant of an application for a Provisional Statement in respect of a premises which are being or are about to be constructed or extended where no representations are made by a Responsible Authority or Interested Party.
10. The determination of an application to vary the Designated Premises Supervisor where no Notice has been given by the Chief Officer of Police.
11. The issue of a Notice granting or rejecting an application to vary the Designated Premises Supervisor.
12. The receipt of a Notice requesting the removal of a person as a Designated Premises Supervisor.

13. The determination of whether or not a Temporary Event Notice is void.
14. The acknowledgement of receipt of a Temporary Event Notice.
15. Where appropriate, following consideration of any Objection Notice to a Temporary Event Notice, the issue of a Counter Notice where it is considered necessary for the prevention of the crime prevention objective.
16. The issue of a Counter Notice where any of the Permitted Limits are exceeded in any Temporary Event Notice.
17. The rejection of applications for Personal Licences where applicants have failed to meet the statutory conditions.
18. The grant of an application for (or the renewal of) a Personal Licence where no Objection Notice has been given by the Chief Officer of Police.
19. The issue of a Notice to the Chief Officer of Police that an applicant for the renewal of a Personal Licence has a Relevant or Foreign Offence.
20. To issue Notices to the Chief Officer of Police where a Personal Licence holder has been convicted during the application period of a Relevant or Foreign Offence after the grant or renewal of a Personal Licence.
21. The issue and certification as a true copy of any Premises Licence or Club Premises Certificate (or a summary of either) or any Temporary Event Notice or Personal Licence where it has been lost, stolen, damaged or destroyed.
22. Unless specified to the contrary, the issue of all Licences, Certificates, Notices and any other formal notifications required under the Licensing Act 2003.
23. In consultation with a Legal Advisor and the Chairperson of the Licensing Committee, the institution of legal proceedings in respect of any of the Council's powers under the Licensing Act 2003.
24. To keep the Licensing Register and any Central Register prescribed by the Secretary of State.
25. In consultation with the Assistant Director- Place and Community, to authorise Officers and duly appoint Contractors who are appropriately qualified and experienced to discharge the powers and duties delegated to the Head of Service (Environmental Health, Waste and Climate Action).
26. To determine, as part of applications by a management committee of a community premises for a new Premises Licence, whether the alternative licence condition in

relation to the sale of alcohol should apply instead of the mandatory condition, provided that no representation is received from the Chief Officer of Police.

27. To suspend premises licences and club premises certificates for non-payment of the annual fee.
28. To make representations on behalf of the Licensing Authority in respect of all applications for premises licenses or club premises certificates and to apply for reviews of the same.

**Environmental Health Manager- Environmental Protection:**

1. To respond to the Licensing Authority on behalf of the Council (as a Responsible Authority) to applications for (or variations of or reviews of) Premises Licences or Club Premises Certificates.
2. To respond to the Licensing Authority on behalf of the Council (as a Responsible Authority) to applications for Provisional Statements in respect of premises.
3. To make applications on behalf of the Council (as a Responsible Authority) to the Licensing Authority for a review of Premises Licences or Club Premises Certificates.
4. In consultation with the Assistant Director of Service Delivery, to authorise Officers and duly appoint Contractors who are appropriately qualified and experienced to discharge the delegated powers and duties set out in 1 – 3 above.

**9. GAMBLING ACT 2005**

**Head of Service (Environmental Health, Waste and Climate Action):**

1. Consideration and determination of applications for the following matters where no objections have been received or any so received have been withdrawn:
  - (a) premises licences;
  - (b) variation to licences;
  - (c) transfers of licences;
  - (d) provisional statements;
  - (e) club gaming / club machine permits.
2. Consideration and determination of applications or decisions on the following matters:
  - (f) other permits;
  - (g) cancellation of licensed premises gaming machine permits.
3. Consideration of Temporary Use Notices and Occasional Use Notices.

## 10. OTHER LICENSING FUNCTIONS

*(Hackney Carriage Drivers and Vehicle Licences; Private Hire Drivers, Vehicle and Operators Licences; Street Collections; House to House Collections; Registration of Society Lotteries; Sex Establishments and Scrap Metal Dealers)*

### Head of Service (Environmental Health, Waste and Climate Action):

1. Subject to no objections being received, the grant and issue of licences and permits for:
  - \* Charitable Collections (Street Collections and House to House Collections);
  - \* Registration of Society Lotteries;
2. The issue of Hackney Carriage and Private Hire Vehicle, Drivers and Operators Licences, except in the case of Drivers Licences where the applicant has unspent convictions or endorsements exceeding six points accrued on his/her Driving Licence in which event the matter shall be referred to the Licensing Sub-Committee.
3. The refusal of an application for a Drivers Licence on the recommendation of the applicant's GP in a medical report.
4. With regard to the Carriage of Assistance Dogs in Taxis:
  - \* The issue of Exemption Certificates under Section 37(5) of the Disability Discrimination Act 1995 where satisfactory medical evidence is provided by the applicant's GP of relevant medical grounds.
  - \* The determination of whether the exemption is to apply to a 'specified taxi' or a 'specified type of taxi'.
5. In consultation with the Chairperson of the Licensing Committee, the suspension or revocation of Hackney Carriage and Private Hire Drivers' licences.
6. To authorise Officers and duly appoint Contractors who are appropriately qualified and experienced to discharge the powers and duties delegated to the Head of Service (Environmental Health, Waste and Climate Action).
7. The grant, issue, renewal or variation of a Scrap Metal Dealer Licence where the applicant is deemed to be a suitable person and no objections are received.
8. The refusal or rejection of an application for a Scrap Metal Dealer Licence where no representations are received.
9. In consultation with the Chairperson of the Licensing Committee, the revocation of a Scrap Metal Dealers Licence where no representations are received.

10. To ensure all Scrap Metal Dealer Licences are reported to the National database.
11. The power to set fees (in consultation with the Assistant Director- Place and Community).

**To the Assistant Director- Place and Community**

1. In consultation with a Legal Advisor and the Chairperson of the Licensing Committee, the institution of legal proceedings in respect of any of the Council's licensing powers.
2. To authorise Officers and duly appoint Contractors who are appropriately qualified and experienced to discharge the powers and duties delegated to the Assistant Director – Place and Community, or other Officers.

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## REPORT of DIRECTOR OF SERVICE DELIVERY

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to  
COUNCIL  
11 JULY 2024

### UPDATE ON THE COUNCIL'S NET ZERO CARBON EMISSIONS AND TRAJECTORY

#### 1. PURPOSE OF THE REPORT

- 1.1 To update Members on the work being done by officers to reduce Council carbon emissions to net-zero by 2030.
- 1.2 To update Members on the potential challenges and barriers to the Council achieving net-zero by 2030.
- 1.3 To seek agreement from Members on a methodology to review the current Council commitment of achieving net-zero by 2030 in order to ensure delivery of carbon emission reductions take place in a sustainable and practicable way.

#### 2. RECOMMENDATIONS

- (i) That Members consider the information within this report and accept the conclusions of the trajectory report.
- (ii) That Members agree to the creation of a Member and Officer Net-Zero Working Group that will consider the Council's route to net-zero including making future recommendations to Council on its strategy for achieving net-zero.

#### 3. SUMMARY OF KEY ISSUES

- 3.1 On 4 February 2021, the Council declared a Climate Emergency with the aspiration that all strategic decisions, budgets and approaches to planning and regulatory decisions are in line with a shift to net-zero by 2030.
- 3.2 Following the declaration, the Council produced the [Climate Action Strategy 2021-2030](#) and a 2023 / 24 Climate Action Plan (CAP). One of the actions within the CAP was to produce a roadmap – showing a trajectory to net zero carbon emissions.
- 3.3 In 2023 / 24, the Council worked with the Association for Public Service Excellence (APSE) to develop a Net Zero Trajectory report (**APPENDIX 1**).
- 3.4 The trajectory report calculated the Council's carbon emissions baseline taking into account its operations and assets from a baseline year of 2022 / 23. This information was then used to project a "best case" scenario for Council emissions in 2030 should all possible carbon saving interventions be implemented.

- 3.5 Emissions were calculated and projected in accordance with best practice guidelines from Greenhouse Gas Protocol standards and are shown as carbon dioxide equivalent (CO<sub>2</sub>e), which is a term for describing the seven most threatening greenhouse gases in a common unit. Further details can be found in **APPENDIX 1**, page 9.
- 3.6 Using this methodology, it has been calculated that for the baseline year, the Council emitted 1,199 tonnes CO<sub>2</sub>e as a result of its activities and operations (please see **APPENDIX 1**, page 12, table 2.2).
- 3.7 The Council's carbon emissions are categorised as follows:
- Scope 1 (direct) - these are emissions from activities owned or controlled by the Council and include our fleet of vehicles, boilers, heating systems etc.
  - Scope 2 (indirect) - these are emissions associated with purchased electricity and gas.
  - Scope 3 (other indirect) - these are emissions that occur as a result of the Council's actions that occur at sources which we do not own or control and that are not already classed as Scope 2. For the Council, these emissions include officer travel, waste collection, and leased assets.
- 3.8 The analysis shows that the largest contributors to the Council's emissions are as follows:
- Leased Assets (largely comprised of energy used at the leisure centres)- 514 tCO<sub>2</sub>e (43%) - Scope 3
  - Contractor Travel (largely comprised of the refuse fleet)- 363.2 tCO<sub>2</sub>e (30%) - Scope 3
  - Electricity- 117.3 tCO<sub>2</sub>e (10%) - Scope 1

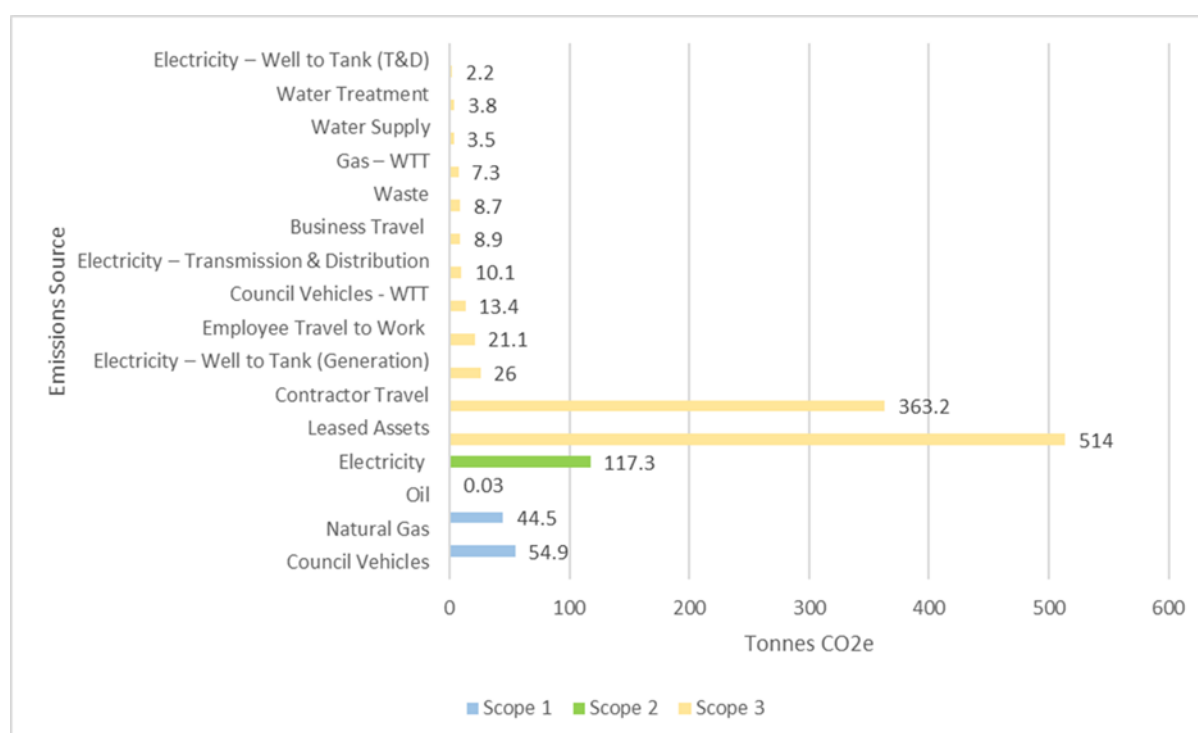


Figure 1: Graph showing emission sources for Maldon District Council

- 3.9 In total, Scope 3 emissions account for approximately 82% of the Council's carbon emissions. This is typical across the Local Authority sector. It should be noted that following the purchase of the new refuse vehicles by the Council for our contractors use, a significant proportion of contractor travel will be classified as a Scope 1 emission in future years.
- 3.10 The data from the baseline year was used to develop emission trajectories based on potential future scenarios. These are outlined in **APPENDIX 1**, section 6.3, pages 23 – 25B.
- 3.11 Should the Council not adopt any significant changes to achieve net-zero and instead adopt a “Business-as-Usual” (BAU) approach (Figure 2 below), the trajectory report estimates that by 2030 the Council's emissions will fall to around 1,117 tCO<sub>2</sub>e (a reduction of 7%). This will mainly be achieved though national decarbonisation of the energy grid.

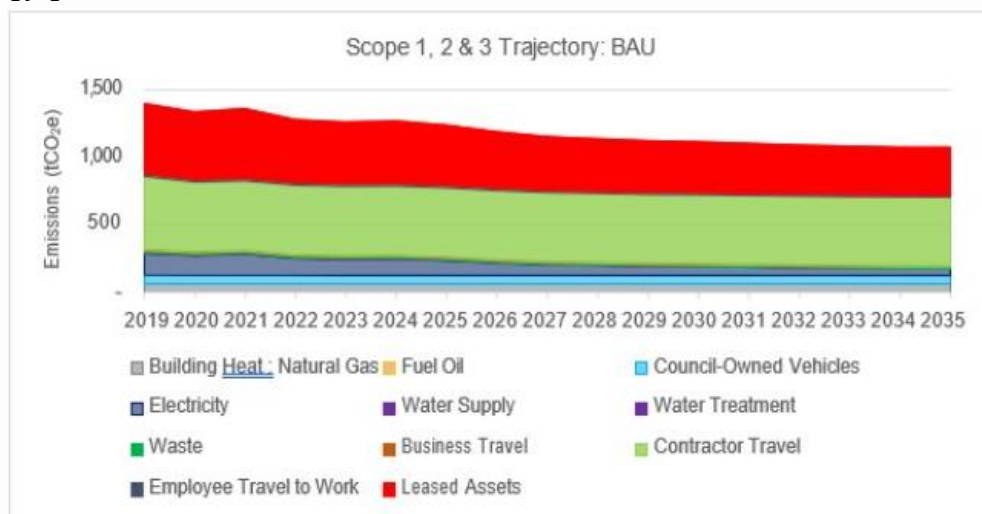


Figure 2: Graph showing Council Carbon emissions in a Business as Usual Scenario

- 3.12 The projected ‘best case’ trajectory for the Council to meet net-zero by 2030 is shown in figure 3 below. This trajectory assumed efficiencies could be delivered across all Scope 1, 2 and 3 emissions including:
- transition of all fleet/ council vehicles (including refuse freighters) to Ultra-Low Emission Vehicles (ULEV)- i.e. Electric or equivalent alternative.
  - transition to Air Source Heat Pumps (ASHP) in all Council Assets (including those that are leased).
  - implementation of solar generation on Council buildings and land (minimum 1,300 kWp).
  - optimisation of energy efficiency across the Council estate (including leased assets).
- 3.13 In this scenario, Council emissions could fall to 119 CO<sub>2</sub>e (a reduction of 91%). The remaining 9% of emissions would need to be offset through carbon negative initiatives, green energy schemes or carbon capture.

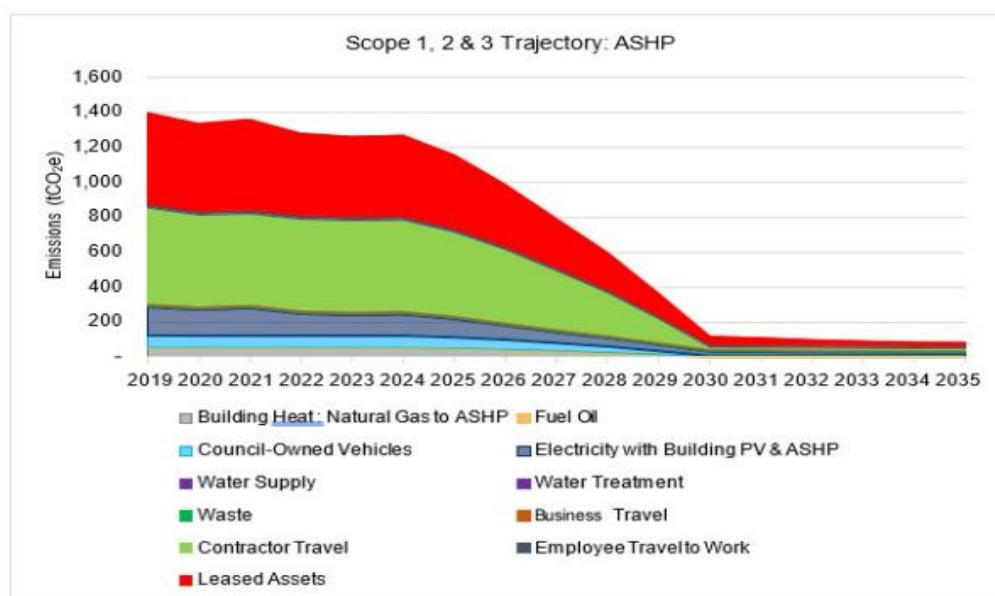


Figure 3: Graph showing best case scenario trajectory to net-zero by 2030.

- 3.14 It is estimated that were the Council to implement all of the measures required to achieve a best case scenario then annual savings of up to £143,000 may be achieved (**APPENDIX 1**, page 30, figure 11).
- 3.15 The report provides indicative capital costs for the best-case scenario (c with offsetting), of £6 million (£3.9 million for Council own assets and a further £2.1 for leased assets). It should be noted that the costs were established without detailed site visits or feasibility studies. The Council will need to undertake detailed feasibility studies of each element to establish the true financial costs of achieving net-zero in each area. It is however anticipated that the costs will be significantly higher than those predicted in the trajectory report.
- 3.16 As outlined in figure 3, the Council needs to begin implementing operational changes within the financial year 2024 / 25 if it is to realistically achieve the best-case scenario trajectory. These changes would need to be implemented at pace across all areas of Council operations and likely with significant unbudgeted cost.
- 3.17 The following operational barriers have also been identified which could impede the Council's ability to deliver upon the 'best-case scenario':
- Council Refuse Vehicles - The Council has recently purchased eight diesel refuse freighters (delivered in May and June 2024). These vehicles have a minimum lifecycle of eight years and consequently are not due for replacement until 2032 at the earliest. Whilst electric vehicles and hydrogen technologies for HGVs are becoming more available, there remains some doubts about their current suitability for a rural district such as Maldon.
  - Council Leisure Centres - Owing to the high energy consumption of these assets, significant changes to building structure and operating plant / equipment will be required to reduce their carbon emissions. These works are likely to be extremely costly. Please refer to: Leisure Contract Procurement update report 11 July 2024 for further details on the leisure contract.
  - Princes Road Offices - Whilst the Council offices are not the largest emitter it is anticipated that owing to the age of the building, its structure and layout that significant investment will be required to ensure it is suitable for the implementation of Air Source Heat Pumps. Further, it is considered that

detailed structural surveys would be required before PV solar panels could be installed to support green energy generation.

- 3.18 In addition to the challenges above, Essex County Council and National Government have set different targets to achieve net-zero. Both have affirmed commitments to the legally binding target of 2050. Whilst this does not directly affect any decision made by the Council, it is likely to have an impact on the availability of funding streams and support especially for larger strategic projects including transport infrastructure.
- 3.19 In order to support its journey towards net-zero, the Council may be able to apply for external funding or grants such as the Public Sector Decarbonisation Scheme (PSDS). Such funding often requires an element of match funding depending on the scale of carbon reductions that proposed work is likely to achieve. In order to access such grants, the Council would need to conduct a detailed feasibility study for the relevant asset to identify practicable measures to reduce carbon consumption and associated costs.
- 3.20 Where the Council is unable to implement measures to bring its emission sources to net-zero by 2030, it will be necessary to increase off-setting measures to compensate.
- 3.21 In order to understand the financial, technical, and operational impact and compromises that may be necessary to become net-zero, officers are now intending to undertake a range of detailed feasibility studies for the following areas:
- Council buildings;
  - Refuse Vehicles;
  - Leased Assets.
- 3.22 These studies will provide more detailed advice on what will be required for the Council to decarbonise including developing practicable solutions bespoke to our Council. Owing to the detail needed such surveys are likely to take around three months each to complete.

#### **4. CONCLUSION**

- 4.1 The Council has set itself a current target to become net-zero by 2030. This target was set by Council and is not legally binding. Nationally the UK government is working to a target of 2050, and this has been replicated by Essex County Council.
- 4.2 The trajectory report produced by APSE has calculated the Council currently emits 1199 tCO<sub>2</sub>e of carbon each year (baseline year of 2022 / 23) and has provided an indicative trajectory that will need to be followed if the Council is to achieve net-zero by the target date.
- 4.3 There are a number of significant barriers that have been identified that will impact upon the Council's ability to achieve net-zero by 2030 including financial resources needed to convert / upgrade buildings and change vehicles, availability and applicability of technology, relevant expertise, and constraints of national policy.
- 4.4 Officers are recommending that Council consider the creation of an appropriate working group to focus on the challenges and barriers to achieving net-zero. This working group may wish to consider if the existing target date to become net-zero in

2030 remains realistic and achievable and if not develop a new approach and timeline for the Council to reduce its emissions to net-zero.

## **5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027**

### **5.1 Supporting our communities**

- 5.1.1 The Council has made a commitment to becoming net-zero by 2030 and lead the community by example. The decisions that will need to be made to achieve net-zero will bring long term sustainability benefits and will demonstrate to businesses and residents our commitment to the environment.

### **5.2 Smarter finances**

- 5.2.1 This report helps the Council make informed decisions regarding the future of its assets including information to support investment decisions, programmes or work etc. Implementing net zero initiatives will provide long term financial benefits to the Council.

### **5.3 A greener future**

- 5.3.1 This report provides a data-based approach to achieving net-zero and its findings can be used to inform the Council's journey to decarbonisation.

### **5.4 Provide good quality services.**

- 5.4.1 The trajectory allows Members to have an increased understanding of the challenges faced by the Council in order to achieve net-zero. This in turn allows them to make best value and informed decisions about its resources.

## **6. IMPLICATIONS**

- (i) **Impact on Customers** – This report helps support our commitment to 'lead by example'.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk (including Fraud implications)** – A methodical and informed approach to operational net zero helps to reduce the risk of carbon emission increases and helps the Council to be better prepared for when future climate and environment legislation and standards come into force.
- (iv) **Impact on Resources (financial)** – A methodical and informed approach to operational net zero and the creation of decarbonisation plans will help with future funding applications.
- (v) **Impact on Resources (human)** – This report helps the Council focus resources on areas of greatest benefit when implementing decarbonisation measures.

Background Papers:

**APPENDIX 1** - Net Zero Trajectory report

[Climate Action Strategy | Maldon District Council](#)

[Climate Action Plan | Maldon District Council](#)

Enquiries to:

Claire Williamson, Technical Lead: Climate Action

Nick Chapman, Head of Environmental Health, Waste & Climate Action

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MALDON  
DISTRICT  
COUNCIL



# **Net Zero Trajectory**

# **Maldon District Council**

## **Report**

Report produced in March 2024



APSE (Association for Public Service Excellence) is a not for profit local government body working with over 300 councils throughout the UK. Promoting excellence in public services, APSE is the foremost specialist in local authority front line services, hosting a network for front line service providers in areas such as waste and refuse collection, parks and environmental services, leisure, school meals, cleaning, housing and building maintenance.

APSE Energy is APSE's local authority energy collaboration. The vision for the collaboration is to form an "effective collaboration of a large number of local authorities to enable and facilitate the local municipalisation of energy services. By this we mean the public and community, as well as private, ownership and managerial control of local energy generation, supply networks and delivery of energy efficiency works. Local authorities working together in this way would have great influence and would be able to deliver economies of scale in green energy to promote economic growth and combat fuel poverty.

Association for Public Service Excellence  
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Chester Road, Old Trafford  
Manchester, M32 0RS  
Telephone: 0161 772 1810  
fax: 0161 772 1811  
Email: [enquiries@apse.org.uk](mailto:enquiries@apse.org.uk)  
Web: [www.apse.org.uk](http://www.apse.org.uk)

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## Executive Summary

This report shows calculations for the carbon emissions baseline of Maldon District Council and an estimated projection of emissions after interventions are made with a net zero carbon target of 2030.

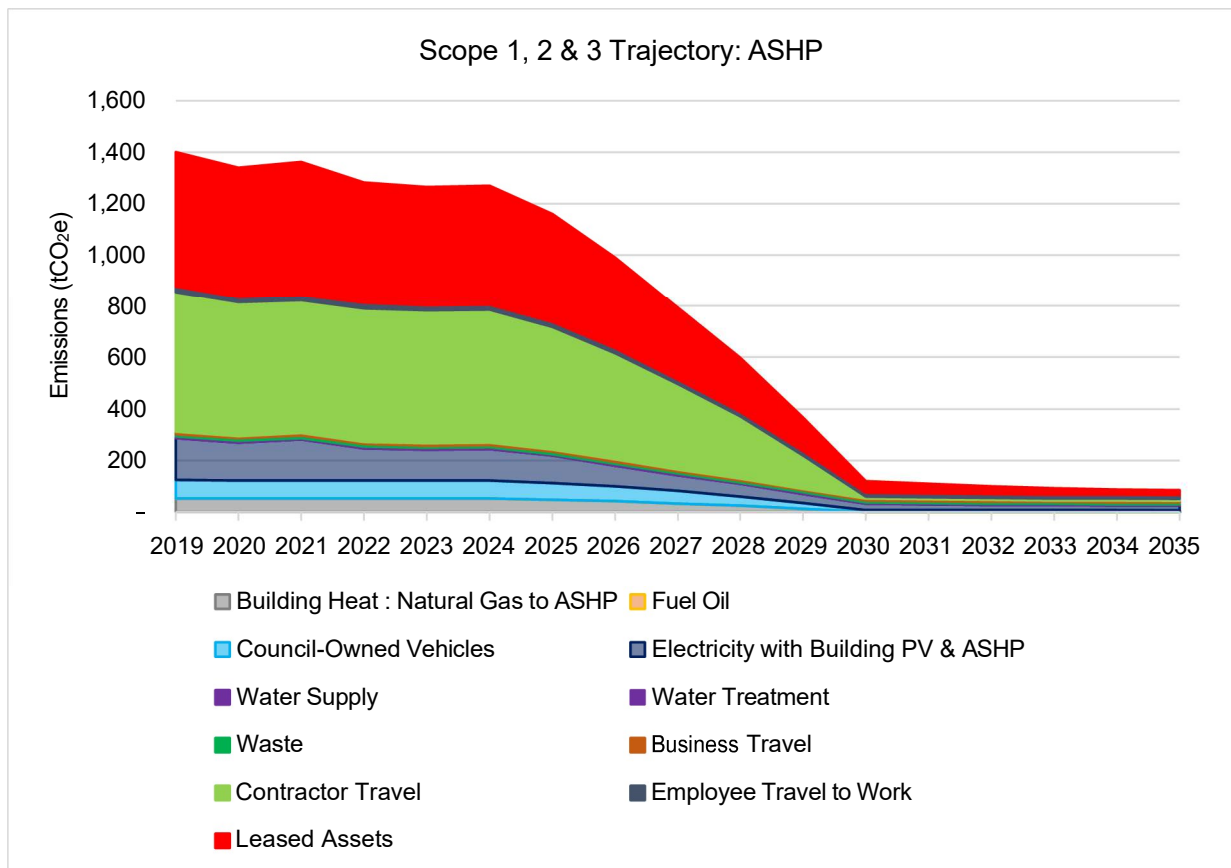
The carbon emissions baseline is for the reporting year of 2022/23, and future savings are compared to this baseline year. Future emissions are then calculated using 2022/23 as the reference point with reductions up to the Net Zero target year of 2030.

**Table 1 Carbon emissions by scope for 2022/23**

2022/23			
Emissions Source	Scope	% Split	TonnesCO <sub>2</sub> e
Natural Gas	1	3.7%	44.5
Oil	1	0.0026%	0.032
Council Vehicles	1	4.6%	54.9
Electricity	2	10%	117.3
Gas – WTT	3	0.6%	7.3
Council Vehicles - WTT	3	1%	13.4
Electricity – Well to Tank (Generation)	3	2.2%	26.0
Electricity – Well to Tank (T&D)	3	0.2%	2.2
Electricity – Transmission & Distribution	3	0.8%	10.1
Business Travel	3	0.7%	8.9
Water Supply	3	0.3%	3.5
Water Treatment	3	0.3%	3.8
Contractor Travel	3	30.3%	363.2
Waste	3	0.7%	8.7
Employee Travel to Work	3	1.76%	21.1
Leased Assets	3	42.86%	514.0
<b>Total</b>		<b>100%</b>	<b>1,199</b>

The trajectory below shows a projection of the Scope 1, 2 & 3 carbon emissions for the net zero target of 2030. This trajectory includes a number of interventions to reduce the Council's energy usage along with the decarbonisation of heating via the installation of Air Source Heat Pumps (ASHPs) in buildings.

**Figure 1 Scope 1, 2 & 3 CO<sub>2</sub>e trajectory under ASHP scenario**

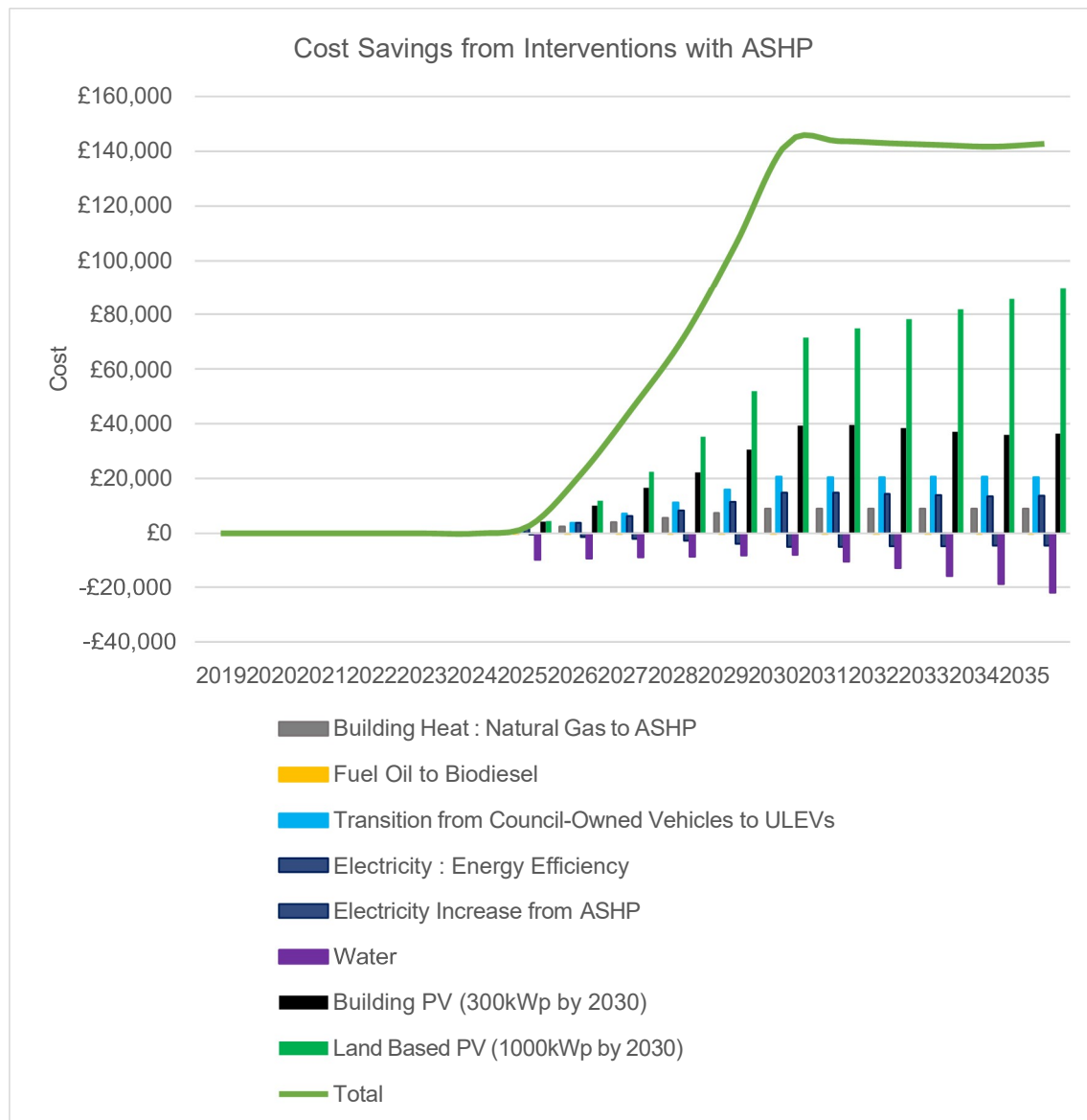


The trajectory shows that there is a 91% reduction in carbon emissions from the baseline year to 2030.

It is estimated that there will be 119 tCO<sub>2</sub>e from hard-to-reduce sources that will be unavoidable by 2030 that will need to be offset, and it is assumed that this can be offset through land-based PV and a tree planting scheme.

Carrying out the recommended initiatives will result in financial savings over the term, as shown in the chart below:

**Figure 2** Cost savings from interventions under ASHP scenario



An estimated financial budget of approximately £3.9million is required to reach net zero carbon by 2030 for the Council's assets through more energy efficient buildings; installing ASHPs; generating power; replacing council owned vehicles; and developing a tree planting scheme. However, implementing these initiatives will financially benefit the Council with savings of £143k in 2030.

It is estimated that an additional budget of £2.1million is required to decarbonise leased assets.

**Disclaimer:** Cost estimates provided in this report are approximations and are not guaranteed. The estimates are based on information provided by the Council and assumptions which have been stated, where possible. Financial planning should therefore not be solely based on these estimates as actual costs would vary subject to detailed feasibility studies of all council owned assets.



The calculations included in this report do not consider planned spending by the Council over the time period in question. For example, we have not factored in revenue spending the Council may have already set aside for building refurbishment, new boilers or replacement vehicles over the next few years.



# 1 Maldon District Council Carbon Emissions

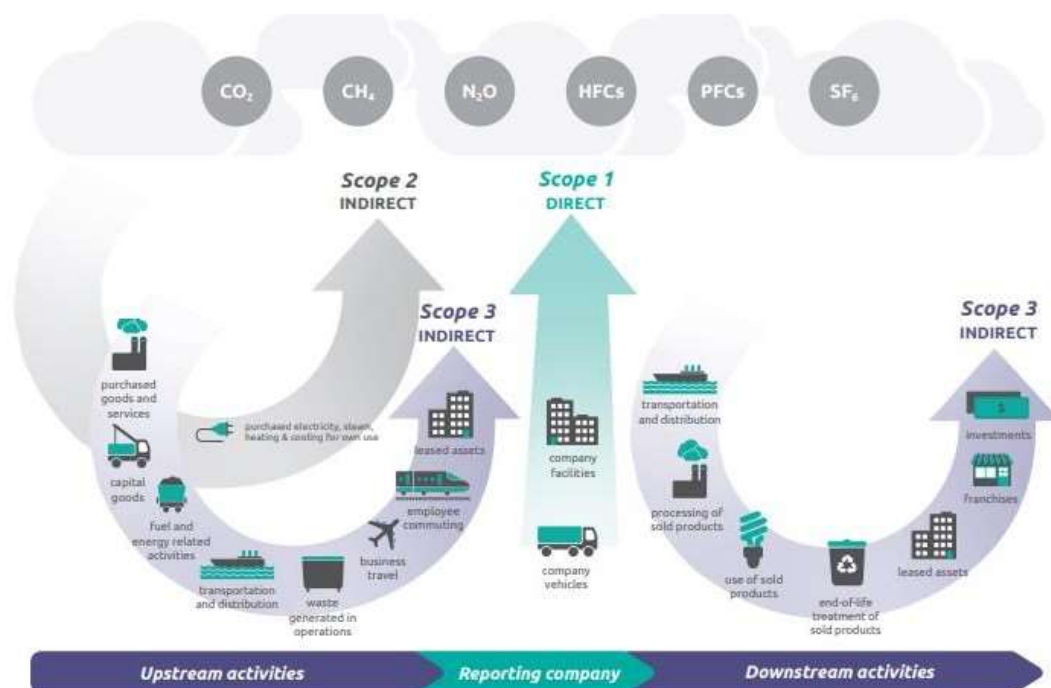
## 1.1 Introduction to Baseline Carbon Footprint

This section of the report provides the findings of the carbon footprint calculations for Maldon District Council which can be used as a benchmark to record current emissions and to track performance against future emissions. The carbon footprint has been carried out in accordance with best practice guidelines from Greenhouse Gas Protocol<sup>1</sup> standards and calculated using appropriate carbon dioxide equivalent (CO<sub>2</sub>e) conversion factors for the various energy sources as published by Department for Energy Security and Net Zero (DESNZ)<sup>2</sup>.

Emissions are calculated as carbon dioxide equivalent (CO<sub>2</sub>e), which is a term used to combine the seven most threatening gases that have the highest Global Warming Potential. This includes carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride and nitrogen trifluoride.

The image below is referenced from the Greenhouse Gas Protocol and shows an overview of the CO<sub>2</sub>e scopes and emissions that are applicable across the supply chain.

**Figure 3 Greenhouse Gas Protocol Scopes**



<sup>1</sup> [Guidance | GHG Protocol](#)

<sup>2</sup> [Government conversion factors for company reporting of greenhouse gas emissions - GOV.UK \(www.gov.uk\)](#)

The carbon footprint is categorised into scopes, which cover:

**Scope 1 (direct)** emissions are from activities owned or controlled by the Council. Examples of Scope 1 emissions include emissions from combustion in council owned or controlled boilers, furnaces and vehicles.

**Scope 2 (indirect)** emissions are associated with purchased electricity, heat, steam and cooling. These indirect emissions are a consequence of the Council's energy use, but occur at sources that the Council do not own or control. Examples include grid supplied electricity and heat provided through a heat network.

**Scope 3 (other indirect)** emissions are a consequence of the Council's actions that occur at sources the Council do not own or control and are not classed as Scope 2 emissions. Examples of Scope 3 emissions include business travel by means not owned or controlled by the Council (grey fleet), disposing of the Council's own waste and purchased goods in the supply chain, etc.

## 1.2 Carbon Reporting Boundaries

The organisational boundaries determine what emissions are the responsibility of the Council or others. This can be based on who owns, operates, or exerts control over certain assets and can be based on financial or operational control. The buildings categorised under Scope 1 & 2 within this reporting are those where energy is purchased and consumed by the Council. The vehicles categorised under Scope 1 are vehicles that the Council own, lease and operate purely for the Council's own operations.

The financial control model is used in this reporting. To put it simply, if the Council pays for the energy bills then it is classified under Scope 1 and 2, but if the Council owns an asset and a third party pays the energy bills then this is classified under Scope 3.

This reporting is just focussed on Scope 1 & 2 emissions and does not include scope 3.

### 1.2.1 Scope 3 Emissions

Scope 3 emissions can account for 70-80% of a council's total footprint (Carbon Trust), given the use of contractors for waste collection, construction, social services and other services.

Appendix B shows the 15 different categories of Scope 3 emissions and what data should be gathered to report on emissions in future years. As Scope 3 emissions are under the influence of the Council, but not under its direct control, it can be difficult to obtain the necessary data to calculate the associated carbon emissions from some Scope 3 sources. Where applicable, the Council should develop policies/procedures to gather the data from third parties. This should be incorporated into the procurement process and contracts with suppliers.

It is discretionary for an organisation to report on Scope 3 emissions. It should be explained and documented in subsequent carbon reports if the Council is unable to obtain data for carbon sources as it is deemed financially impractical or not significant. The reporting principles should be based on:

- Relevance;

- Completeness;
- Consistency;
- Transparency;
- Accuracy.

Typical Scope 3 sources for a council may include:

- The supply chain of purchased goods and services;
- Supply and waste water;
- Waste from operational buildings;
- Employee commuting;
- Leased assets
- Working from home.

### 1.3 Well to Tank and Transmission and Distribution

Well-to-tank (WTT) is used to account for the upstream Scope 3 emissions associated with extraction, refining and transportation of the raw fuel sources to an organisation's site (or asset), prior to combustion.

Transmission and distribution (T&D) factors are used to report the Scope 3 emissions associated with grid losses (the energy loss that occurs in getting the electricity from the power plant to the organisations that purchase it).

These emission sources have only been applied to the Scope 1 and Scope 2 sources (electricity, gas and council owned vehicles).

## 2 Carbon Emissions

Appendix A shows a summary for emissions and separate tabs showing a breakdown for each source in 2022/23.

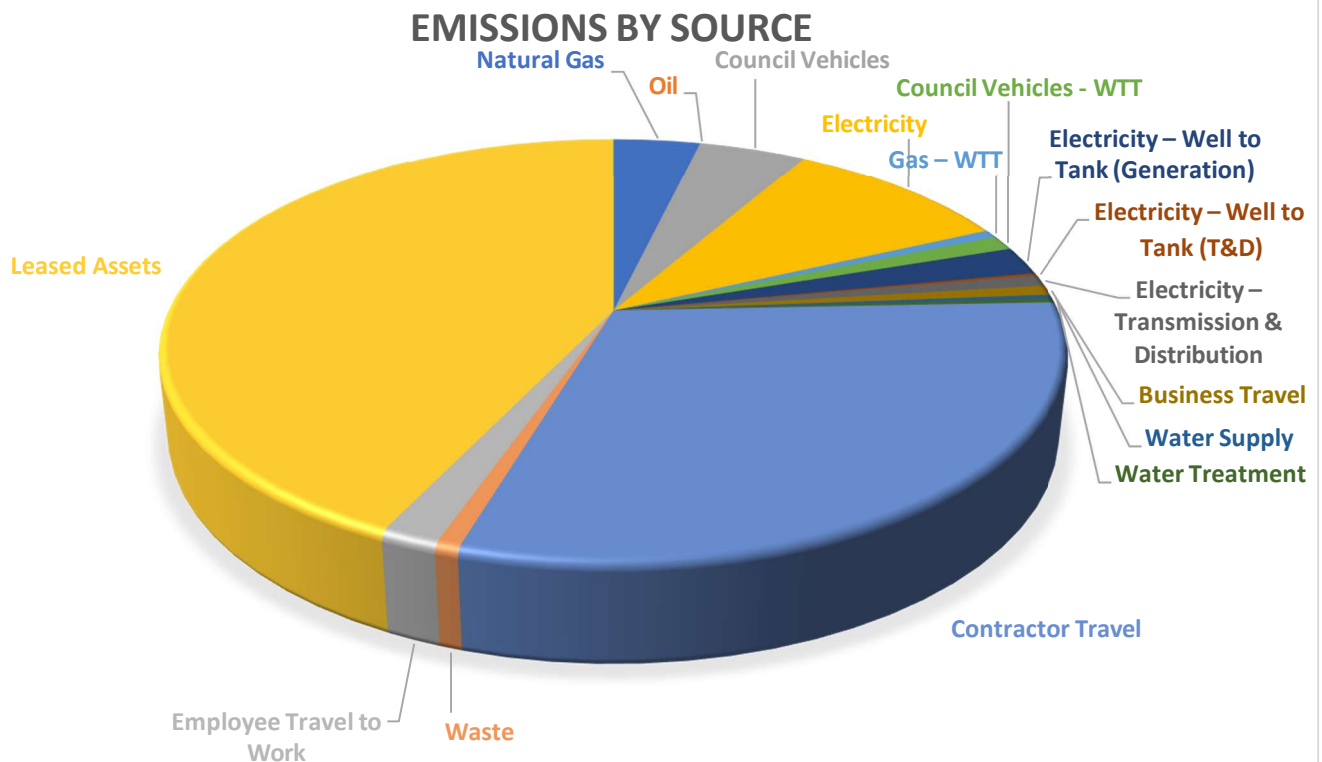
The carbon footprint has been calculated using the best data that was available to the Council during the reporting year and it is the Council's responsibility to confirm the accuracy.

## 2.1 Emissions for 2022/23

*Table 22 Scope 1, 2 & 3 carbon emissions by source for 2022/23*

2022/23			
Emissions Source	Scope	% Split	TonnesCO <sub>2</sub> e
Natural Gas	1	3.7%	44.5
Oil	1	0.0026%	0.032
Council Vehicles	1	4.6%	54.9
Electricity	2	10%	117.3
Gas – WTT	3	0.6%	7.3
Council Vehicles - WTT	3	1%	13.4
Electricity – Well to Tank (Generation)	3	2.2%	26.0
Electricity – Well to Tank (T&D)	3	0.2%	2.2
Electricity – Transmission & Distribution	3	0.8%	10.1
Business Travel	3	0.7%	8.9
Water Supply	3	0.3%	3.5
Water Treatment	3	0.3%	3.8
Contractor Travel	3	30.3%	363.2
Waste	3	0.7%	8.7
Employee Travel to Work	3	1.76%	21.1
Leased Assets	3	42.86%	514.0
<b>Total</b>		<b>100%</b>	<b>1,199</b>

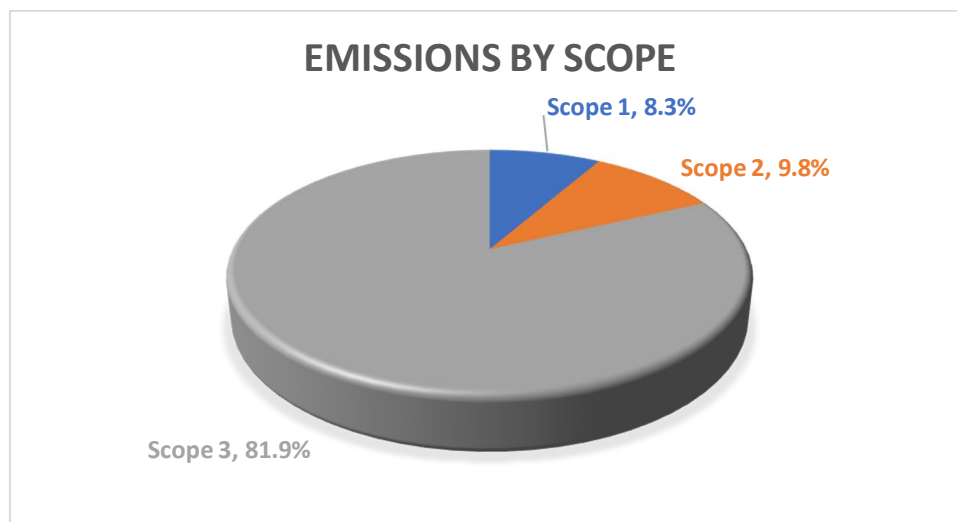
*Figure 4 Carbon emissions by source for 2022/23*



**Table 3** Carbon emissions by scope for 2022/23

2022/23		
Emissions Source	% Split	TonnesCO2e
Scope 1	8.3%	99
Scope 2	9.8%	117
Scope 3	81.9%	982
Total	100%	1,199

**Figure 5** Carbon emissions by scope for 2022/23



### 3 Notes and Observations

#### Scope 1

##### Gas

The Council has stated that the Maldon District Council Offices is the only asset owned and operated by the Council that has a gas supply. This would suggest that all other buildings in the estate that are heated, are electrically heated.

### Council Owned Vehicles

The Council operated a total of 63 vehicles and machinery requiring fuel in 2022/23. Fuel consumption (litres) data has been provided for all vehicles and machinery and this was used to calculate emissions.

Carbon emissions from vehicles can be calculated using the mileage or the volume of fuel (in litres). Calculating the emissions is more accurate when using the volume of fuel as a refuse truck, for example, will spend a lot of the time stationary but will be consuming energy from lifting and crushing waste.

### **Scope 2**

#### Electricity

The data provided for electricity consumption covers a total of 31 assets.

#### Further Notes and Observations

Data from the Council shows that they are responsible for 31 electricity meters, which provides a reasonable representation of how many assets the Council operate. A review should be carried out of each asset to determine if the Council are responsible for paying the electricity and fuel usage and taking ownership for the associated carbon emissions. It is not uncommon for assets to be sold, leased or decommissioned yet the Council continue to pay for the utilities. Likewise, the Council should check to confirm if they are responsible for more than 31 assets.

### **Scope 3**

#### Water

Data was provided for the supply of water, but no data was provided for wastewater (water that typically goes down the sink). Wastewater is normally calculated by assuming that 95% of the water that is supplied is 'returned to the sewer'. Therefore, the wastewater in this case has been calculated based on 95% of the supply water.

#### Contractor Travel

The Council provided data for the mileage and volume of fuel used in vehicles operated by third party contractors. In some cases, the volume of fuel was not proportionate to the mileage travelled. The Council investigated and determined that there were inconsistencies with fuel cards used and decided that the mileage travelled was the most useful metric to calculate emissions. However, it should be noted that the mileage for some vehicles is very high with one vehicle recorded as travelling 40,674 miles in the reporting year.

In future it is advisable for the contractor to record the volume of fuel used as this is much more accurate to calculate emissions compared to distance travelled. This is particularly prominent for refuse vehicles that use energy to lift and crash the waste but spends a lot of time stationary or travelling at low speeds.

### Leased Assets

Leased assets is categorised under Scope 3 as these are buildings that the Council own, but they are occupied by a third party who pays the energy bills. This will comprise of the third party's Scope 1 and 2 emissions (electricity and gas).

Leased assets is the largest contributor to the emissions with 514tCO<sub>2</sub>e, of which 426tCO<sub>2</sub>e is attributed to Blackwater Leisure Centre alone.

### Employee Travel to Work

The Council carried out a staff survey in January 2024 to ask staff how they travel to work. There were 132 responses to the survey out of approximately 200 staff in total. The results of the survey were used to calculate emissions by determining the vehicle sizes, fuel type and annual mileage travelled to work.

This staff survey will need to be repeated in subsequent years to track performance.

### Waste

A breakdown of the different waste streams has been provided which split different recyclables and how much residual refuse is sent to an Energy from Waste facility or landfill. A breakdown is shown in Appendix A. The landfill waste makes up 7% of the total waste mass, but this accounts for 65% of the total carbon emissions from all waste sources. This is because the carbon factor of commercial waste to landfill is significantly higher than recycling or combustion.

## **4 Recommendations for gathering data going forward**

### **4.1 Scope 1 and 2 Emissions**

The Council should develop a procedure for gathering and storing its own data as it is made available. The benefit of this is that the carbon reporting process is streamlined and progress towards targets can be tracked.

### **4.2 Metering and Energy Management Software**

A half hourly meter (also known as HH or 00) is a non-domestic electricity meter that sends consumption data to the energy supplier every half hour via telecommunications. They are compulsory for non-domestic premises that have a maximum demand of 100kW or higher during any half hour period of the day. They are not compulsory in smaller buildings which are billed on the Non-Half Hourly (NHH) basis.

NHH meters can be voluntarily upgraded to Automatic Meter Readers (AMR) or Smart Meters which are similar to HH meters. The benefit is that the supplier bills on the actual usage and the end user can monitor its energy usage on a half hourly basis rather than a monthly basis.

Sub-meters can also be installed to distribution boards and larger consuming equipment to monitor usage and performance. For example, installing a gas submeter, electricity generation meter and a heat meter to a CHP will support in calculating the performance and efficiency of the system and installing an electricity submeter to lighting circuits will help identify if lights are left on out of hours.

The cost to install AMR to the main billing meter ranges depending on the provider but could cost in the region of £200 per meter and will vary depending on the type and age of the existing meter. There is also an annual charge of around £50 to access the data. Some energy suppliers offer 'free' AMR but the cost of the energy bill standing charge is normally increased by around £80 to cover the cost and allow access to the data.

Using energy management software will provide several benefits such as:

- The ability to electronically upload all invoice data, HH/AMR data and manual meter readings;
- Provide the ability to setup energy excess alarms to identify when energy is being used beyond expected parameters;
- Validate energy bills to identify billing errors;
- Instantaneous access to energy data for:
  - Trend analysis and comparison with previous performance;
  - Comparison with targets or benchmarks;
  - Ranking of sites according to performance;
  - Carbon reports;
  - Monitor usage against weather.

The cost for energy management software can vary significantly but a standard energy management software used by councils is in the region of £4,000 per year. As Maldon District Council has a small number of buildings, software may be an expensive way of storing data and a well-managed Excel spreadsheet would likely suffice.

## 5 Pathway Methodology

### 5.1 Energy Efficiency

Appendix A shows measures that could be taken to reduce energy usage using 2022/23 as the baseline year. The carbon emissions have been included from 2018/19 onwards where the consumption between 2019-2023 is the same and the programme to start reducing emissions starts from 2025. Emissions thereafter are calculated based on the methodology described below.

**This is a desktop assessment based on the consumption data and typical saving initiatives and is not based on site survey information. Estimated energy savings and forecast capital costs shown are for representative purposes to give an illustrative outcome and should not be used for budgeting purposes.**



The trajectory and savings detailed in Appendix A can be used to track performance of reducing emissions against the 2022/23 baseline year and should be treated as a live document and updated when better information is available following site surveys, or after projects have been delivered.

The Council should be able to achieve significant carbon and cost savings by reviewing its maintenance policies to specify highly efficient plant and services and low-emission vehicles, rather than replacing like-for-like. Changing policies to specify materials with low embodied carbon should also reduce Scope 3 emissions by considering the carbon life cycle cost in terms of the supply chain, operation and decommissioning.

It is recommended that a detailed audit and feasibility study is carried out for all assets to determine the site-specific initiatives. This will provide an indication of the realistic interventions that could be provided and the likely cost savings, capital cost and carbon savings. The trajectory should be treated as a live document and updated once more accurate information is available following site surveys.

For buildings it is recommended that the principles of the energy hierarchy are followed. The aim is to reduce operational carbon emissions by as much as financially and technologically possible, and offset the emissions that are difficult to reduce. These are the principles of the energy saving hierarchy:

- Lean – first use less energy, reduce end user energy use;
- Clean – then be energy efficient;
- Green – and then use renewable energy systems and carbon offsetting.

An example of this is to insulate a building so that the heat demand is reduced. This will have a knock-on effect on the size of the heating plant meaning that it may be possible to reduce the size of the heating plant which would reduce the capital cost for equipment. Solar panels would then be considered to generate renewable power. The principles are that the cleanest and cheapest unit of energy is the one that is not used. It is not necessarily the right approach to install solar panels on an old building first when the priority should be to reducing the heat loss of the building, installing a low carbon heating source and improving the controls. However, the approach for each building is bespoke and it may not be cost effective to insulate buildings for several reasons such as:

- The building is listed;
- There are architectural features that would be impacted if insulating externally;
- The costs are high and there is a lengthy payback. The Chartered Institute of Building Services Engineers (CIBSE) suggested that a measure should be considered if the simple payback does not exceed 15 years;
- The building was constructed with good levels of insulation that is in good condition.

The following assumptions have been made which can be updated once more information is available:

- Future CO<sub>2</sub>e factors and tariff rates have been adopted from the Treasury's Green Book supplementary guidance on valuation of energy use and greenhouse gas emissions published by DESNZ<sup>3</sup>. These emissions factors include transmission and distribution losses, including significant losses due to power station inefficiency meaning that the emissions factors differ slightly to those calculated in Section 2;
- For fuel types not listed in the Treasury's Green Book, CO<sub>2</sub>e factors have been adopted from the 2023 greenhouse gas reporting conversion factors and remains constant for future forecasting which includes natural gas and fuel. Although it is likely that the carbon emissions factor of gas will decrease as non-fossil fuel gases are injected into the grid, such as hydrogen, the applied emissions factor of gas in this pathway was constant for each year;
- Where future tariff rates are not published in the Green Book, these have been based on current market rates and an annual inflation rate of 3.4%<sup>4</sup>;
- The energy costs are calculated using the forecast retail fuel price which includes the Climate Change Levy but excludes standing charges that are not directly impacted by consumption fluctuations;
- The future emission factors and energy cost rates were published in November 2023;
- The intervention capital cost is calculated by multiplying the typical payback of the intervention by the annual energy cost savings, with the exception of heat pumps which is explained later;
- The cost of a project and energy savings for selected sites has been taken from site specific energy audits, where available;
- Not all interventions are applicable to each site, e.g., replacement lighting is the only intervention assumed for car parks and street lighting;
- The pathway is based on current technology available today and assumes that all interventions could be delivered by 2030.

<sup>3</sup>[Green Book supplementary guidance: valuation of energy use and greenhouse gas emissions for appraisal - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/100000/green-book-supplementary-guidance-valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal.pdf)

<sup>4</sup> [Inflation - Office for Budget Responsibility \(obr.uk\)](https://obr.uk/inflation/)

## 5.2 Interventions for Reducing Building Heating Energy

Generic interventions for heating include:

**Table 4** *Heat-based interventions*

Intervention	Saving on Heat Demand	Payback in Years	Detail
<b>More efficient plant</b>	20%	15	Could include more efficient boilers
<b>Controls</b>	15%	10	Could include a new or optimised BMS for larger sites, and controllers and Thermostatic Radiator Valves (TRVs) for smaller sites
<b>Insulation</b>	15%	30	Could include building fabric insulation, draught proofing, pool cover and pipework insulation
<b>Other</b>	15%	5	Could include more efficient heat emitters, heat recovery and distribution improvements

It should be noted that savings from these interventions have been calculated concurrently rather than independently, i.e., each intervention reduces the heat demand following on from the previous intervention. For example:

- 100kWh less 20% saving from more efficient plant = 80kWh >
- 80kWh less 15% saving from controls = 68kWh >
- 68kWh less 15% saving from insulation = 58kWh >
- 58kWh less 15% saving from 'other' = 49kWh
- Total reduction = 51%.

No interventions have been applied for the buildings where the energy usage is zero or negative.

### 5.2.1 Heat Pumps

Using heat pumps is a good initiative for heating because the carbon factor of electricity will reduce as the grid is decarbonised, in addition to their efficiency and Coefficient of Performance

(COP). For a heat pump, a COP value of 3.2 means that 1 kW of electric energy would generate 3.2 kW of heat. Effectively producing an increase in energy output of 220%.

Replacing gas boilers with heat pumps can be very expensive. This is because the existing boilers distribute heat at around 80°C and heat pumps distribute heat at around 50°C. It is most likely that a heat pump installation would require detailed design, high levels of insulation, low levels of air infiltration, controls, an external location for plant and possible upgrade of emitters and pipework. In most cases, it is assumed that the cost to retrofit an existing site with a heat pump and the associated infrastructure would be disproportionate compared to the benefits unless financial incentives are used such as the Renewable Heat Incentive or grant funding as with the Public Sector Decarbonisation Scheme.

It is very difficult to estimate the capital cost for heat pumps. A Ground Source Heat Pump (GSHP) is more efficient than an Air Source Heat Pump (ASHP) but is generally much more expensive as it involves significant ground works to bury the slinkies. The costs are also heavily affected by the heat emitters as it is likely that the radiators and pipework will need to be replaced at a high cost, plus the cost to increase the electrical supply can be very high, but these elements are not normally known without a detailed investigation. Water Source Heat Pumps (WSHP) are also an alternative if there is a body of water nearby. The trajectory is based on an ASHP, although GSHP or WSHP may be possible following a detailed feasibility study.

It is likely that changes in technology will mean that options for more low carbon heating systems will be available by 2030.

The capital cost for the installation of an ASHP in each building has been estimated based on industry experience of delivering similar sized projects and the existing energy usage to heat the building.

A detailed feasibility study is required for each building to review the viability of low-carbon heating.

### 5.2.2 Distribution Network Operator and Electrical Capacity

Heat pumps will also increase the building's electricity demand. This could be offset by reducing the electricity usage through other methods, such as LED lighting, but in most cases the overall electricity consumption is likely to increase. An investigation is required to review the buildings Maximum Demand, Maximum Import Capacity, and new electrical load to determine if a larger electrical incoming supply is required. The Distribution Network Operator (DNO) should also be contacted to understand any restrictions on the grid in the local area.

Detailed calculations are required to determine if the size of the electricity cables entering the building need to be increased. The DNO is responsible for the local electricity network and an application will need to be made if the electrical capacity needs to be increased. Following the application, the DNO will then inform the Council of the works involved and the cost. The cost will depend on the amount of work required, the size that the incoming supply is being increased by and the distance that new cables need to be laid. If there is enough spare capacity then the works will not be needed.

It is very difficult to estimate the cost of the DNO works as this is not known until the application has been assessed. A cost estimate has been provided to increase the electrical capacity of each site based on experience of previous projects.

### 5.3 Interventions for Reducing Electricity Usage

Generic interventions for electricity include:

**Table 5** *Energy saving interventions*

Intervention	Saving on Electricity Usage	Payback in Years	Proportion of building services	Apportioned saving across whole building	Detail
<b>LED Lighting and Control</b>	60%	6	15%	9%	Replace existing luminaires with LED & automatic control
<b>Controls and HVAC</b>	15%	5	31%	5%	Controlling building services with a BMS
<b>Office Equipment</b>	15%	5	37%	6%	Replacing aging equipment with more efficient equipment
<b>Other</b>	15%	5	16%	2%	Could include variable speed drives, motors, hand dryers

The proportion of building services which each intervention applies to has been determined based on the electrical energy end use breakdown for office buildings as provided in the Building Energy Efficiency Survey (BEES)<sup>5</sup>.

Savings from these interventions have been calculated independently from the total electricity usage and their estimated proportion to building services, e.g., lighting is assumed to account for 15% of all electricity usage in a building and a potential saving of 60% could be achieved from installing LED lighting and controls which leads to an apportioned whole building saving of 9%.

A change in policies to upgrade existing building services to the most efficient option through planned maintenance, and upgrading fossil fuel vehicles to low emission vehicles when they are due to be replaced, will impact the action plan significantly.

<sup>5</sup> [Building Energy Efficiency Survey \(BEES\) - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

## 5.4 Project Phasing

Projects have been programmed to start in 2025 and end by 2030, with the delivery of projects ramping up each year. This is shown in the table below:

**Table 6 Proposed project completion schedule**

	2025	2026	2027	2028	2029	2030
<b>Percentage of Projects Delivered Per Year</b>	8.0%	12.0%	16.0%	18.0%	22.0%	24.0%

## 6 Achieving Net Zero Target of Council Emissions

A “net zero” target refers to reaching net zero carbon emissions by the nominated year of 2030, as provisionally chosen by the Council, but differs from zero carbon, which requires no carbon to be emitted at all.

Net-zero refers to balancing the amount of emitted greenhouse gases with the equivalent emissions that are either offset or sequestered through rewilding, tree planting or carbon capture and storage. It is much more beneficial to reduce carbon emissions before offsetting techniques are adopted for hard-to-reduce emissions.

This trajectory includes all known Scope 1, 2 and selected Scope 3 emissions and is modelled so that emissions are reduced as much as technically and financially possible while the resultant hard to reduce emissions are then offset. Therefore, being ‘net zero carbon’.

### 6.1 Power Generation

#### 6.1.1 Solar Panels on Buildings

The model assumes that 300 kWp of solar photovoltaic (PV) could be installed by 2030 on buildings. However, a detailed feasibility study across the estate is required to review each building’s suitability and determine each site’s specific system size.

#### 6.1.2 Solar Panels on Land

The trajectory assumes that 1MWp (1,000 kWp) land-based PV could be installed which would count towards carbon offsetting, this could be done in an open space such as grassland or a car park canopy. This is considered a carbon offset as it is assumed that the system will connect directly to the electricity grid rather than connect directly to Council owned buildings through a private wire.

The amount of available land for PV is unknown at this stage. It is recommended to carry out a detailed feasibility study to determine the amount of generation that could be possible via land-based PV.

### 6.2 Fuel Usage in Vehicles

Ultra-Low Emission Vehicles (ULEV) are already commercially available to replace most vehicles in the Council’s fleet. The trajectory is modelled so that such vehicles will be upgraded to low

emission alternatives by 2030. This can be achieved by changing policies so that ULEV vehicles are purchased/leased instead of replacing vehicles like-for-like. As electric vehicles are more efficient compared to fossil-fuelled options, a multiplication factor was calculated by comparing the fuel efficiency of fossil-fuelled vehicles to the energy efficiency of a comparative electric vehicle (EV) on a case-by-case basis. This factor was then applied to estimate the resultant reduction in energy usage when such vehicles are replaced by EVs. The trajectory is based on replacing fossil fuel vehicles for an EV equivalent and travelling the same annual miles from the baseline year.

### 6.3 Trajectory to 2035

Future emissions data was taken from the Treasury Green Book supplementary appraisal guidance on valuing energy use and greenhouse gas (GHG) emissions.

A breakdown of the year-on-year carbon savings can be found in Appendix A.

For comparative purposes the carbon trajectory and financial metrics were estimated under the following scenarios:

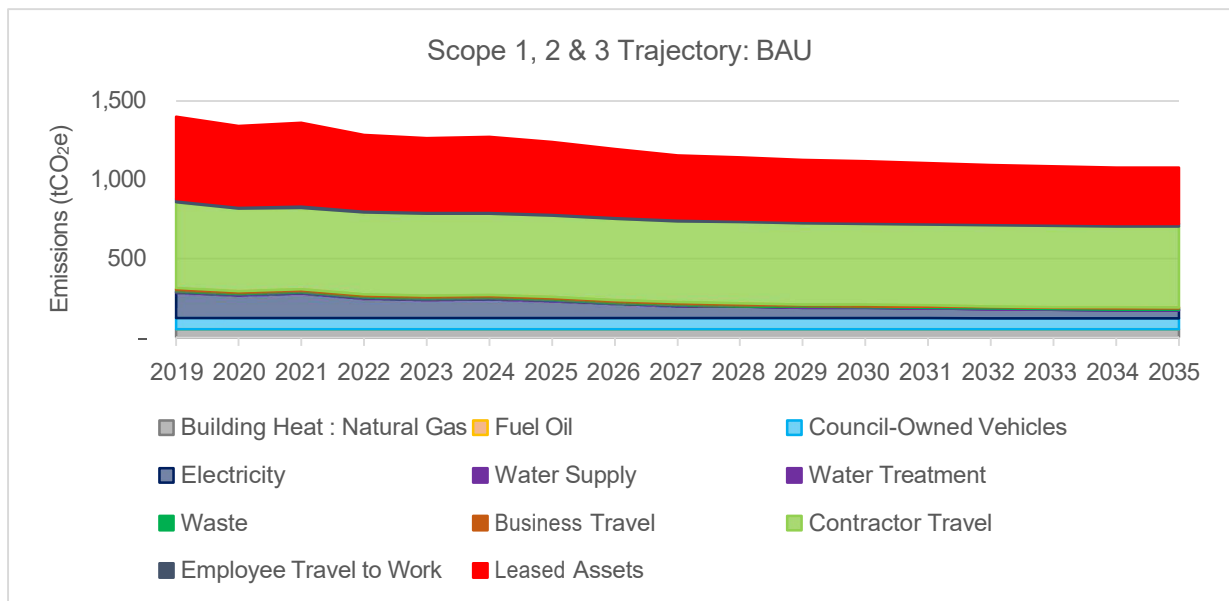
- 'Business as Usual' - Do nothing. This scenario assumes that the energy usage is the same in each year, but the carbon emissions reduce mostly as a result of decarbonisation of the electricity grid;
- 'Boilers' – Improve efficiencies by delivering all interventions across Scope 1, 2 & 3 but retain boilers (this includes replacing existing fossil-fuelled boilers older than 10 years with new fossil-fuelled boilers);
- 'Transition to ASHP' – Improve efficiencies by delivering all interventions across Scope 1, 2 & 3 and replace boilers with ASHPs.

Note: Carbon emission factors include Transmission and Distribution (T&D) losses, where applicable (i.e., electricity) and Well-To-Tank (WTT).

In the projections below, the following should be noted:

- All emissions are calculated based on the energy usage from the baseline of 2022/23;
- The consumption is the same between 2019 and 2024;
- The proposed carbon savings are programmed to start from 2025 to take into account the time it will take to design, procure and deliver projects.

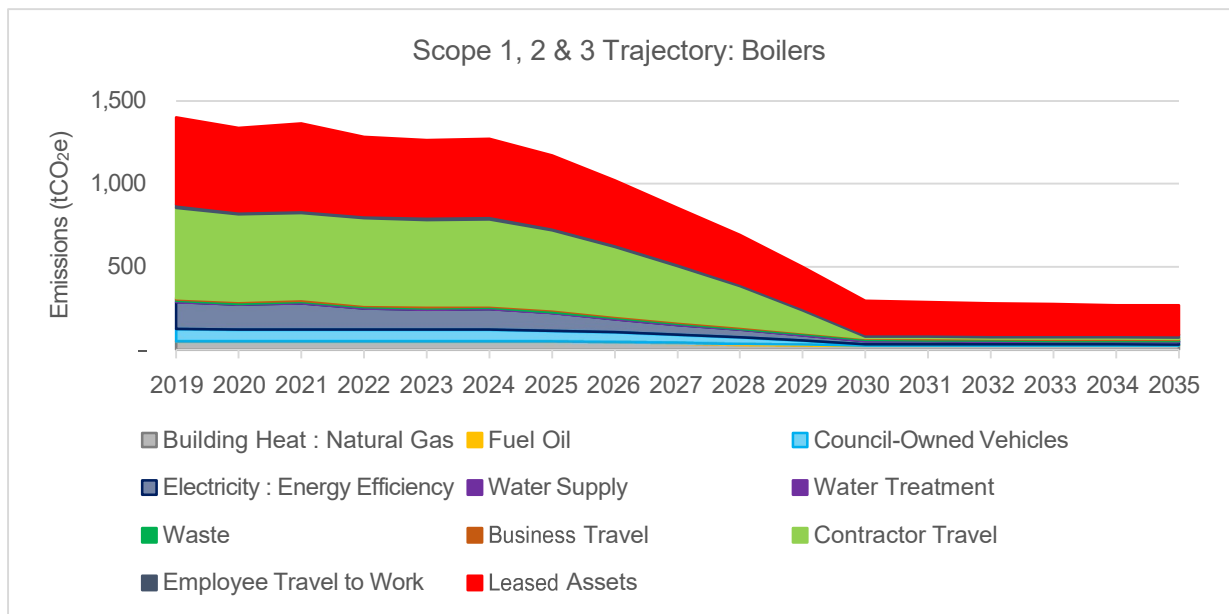
**Figure 6 Scope 1, 2 & 3 CO<sub>2</sub>e trajectory under BAU scenario**



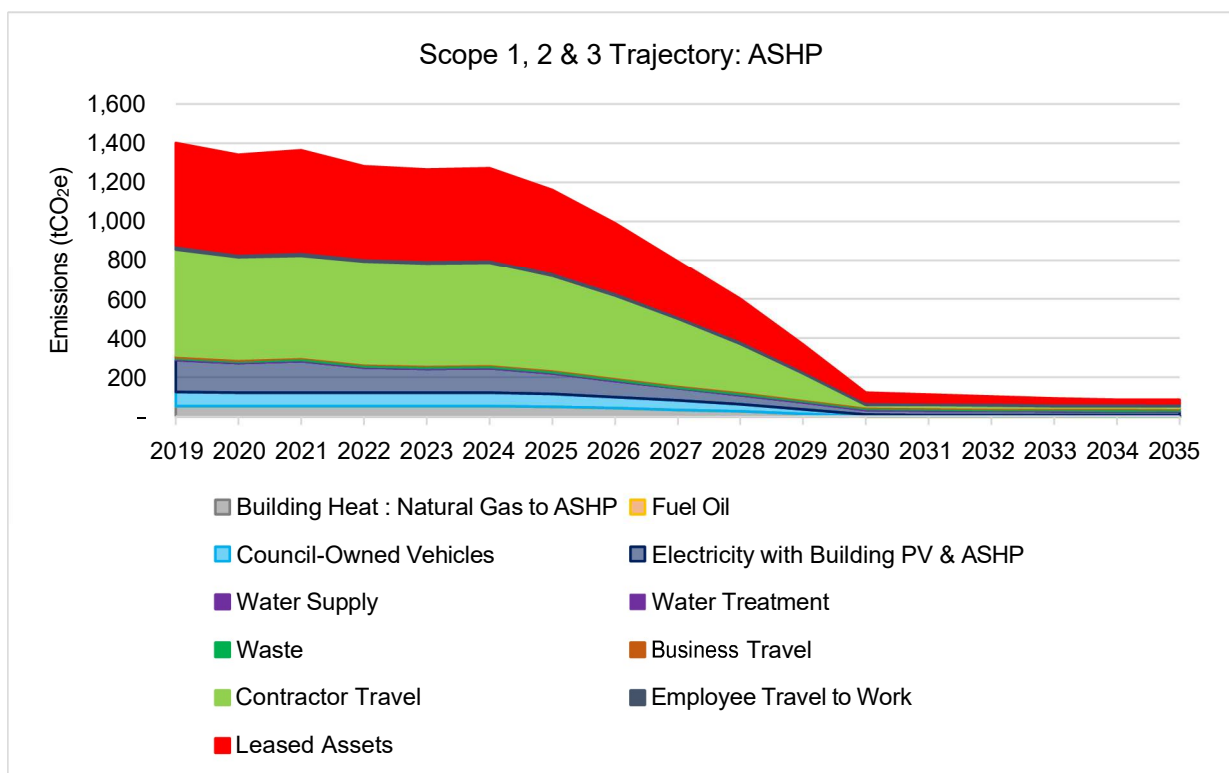
The data visualisation above shows the trajectory if no interventions were delivered and the consumption levels remain the same as the 2022/23 baseline point. For future emissions, there is a decrease in electricity carbon emissions as the grid decarbonises, but emissions from other sources barely change. This BAU scenario shows that the carbon emissions in 2030 will be 1,117 tCO<sub>2</sub>e which is a reduction of 13% from the 2022/23 baseline.



**Figure 7 Scope 1, 2 & 3 CO<sub>2</sub>e trajectory under Boilers scenario**



**Figure 8 Scope 1, 2 & 3 CO<sub>2</sub>e trajectory under ASHP scenario**

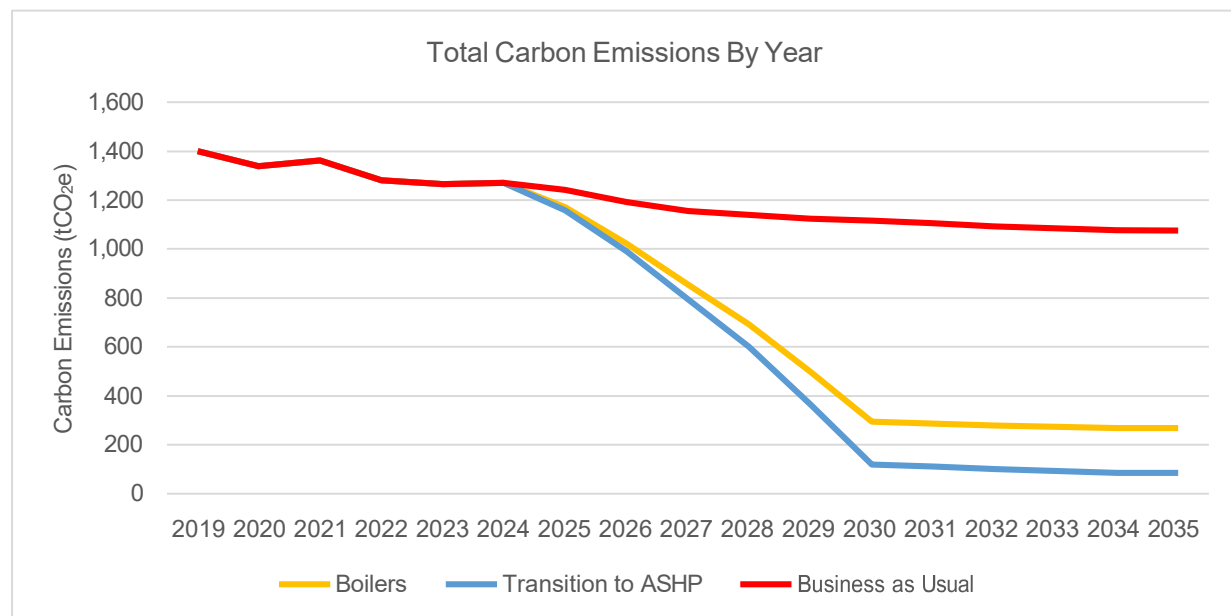


**Figure 7** and **Figure 8** show the projected carbon emissions if all efficiency projects are delivered, but compares the difference to retaining the gas boilers or replacing all boilers with ASHPs. The graphs show that there is a greater carbon savings, when replacing the existing heating systems with ASHPs by 2030. A 77% carbon savings is realised under the boiler scenario compared to the baseline year with 294 tCO<sub>2</sub>e hard-to-reduce emissions by 2030. Meanwhile, when replacing the existing heating systems with ASHPs, there is 119 tCO<sub>2</sub>e hard-to-reduce emissions by 2030 and a 91% reduction in carbon emissions from the baseline year.

Hard-to-reduce emissions is the amount of carbon that will need to be offset to balance the emissions that cannot directly be removed based on current technology and within a reasonable budget.

## 6.4 Boiler vs Heat Pumps

*Figure 9 Comparing carbon emissions under the different scenarios*



The 'Boilers' scenario includes making all of the efficiency savings but retaining boilers.

The graph shows a notable reduction in emissions if energy efficiency recommendations and all interventions are implemented with even further savings if existing heating systems are replaced with ASHPs.

Therefore, it is recommended that all existing heating systems be replaced with heat pumps, where feasible.

## 6.5 Offsetting when Installing ASHP

A carbon offset is a reduction in emissions of CO<sub>2</sub>e made to compensate for emissions produced elsewhere. There are several ways of offsetting carbon emissions, such as carbon capture and storage; however, this is not currently deemed financially or technically feasible for the Council. More typical options available to the Council to directly offset emissions include renewable energy generation projects and rewilding/tree planting. However, the effectiveness of tree

planting to quickly offset emissions can be questioned as it can take many decades for trees to reach maturity.

It is assumed that solar PV could be placed on land with a generation capacity of approximately 1 MW (1,000 kWp) generating 950 MWh of electricity that feeds directly into the electricity grid. This could be installed in open spaces or as a canopy over car parks. If the PV system is connected directly to a building it is not considered an offset as the generated electricity would be consumed by the building.

A 1 MWp system would have a capital cost of approximately £900k, offset 110 tCO<sub>2</sub>e in 2030 and an additional 454 tCO<sub>2</sub>e in the five years (2031-2035) following the net-zero target year. However, the amount of carbon offset in 2035 is 83 tCO<sub>2</sub>e, demonstrating that the carbon offset benefits of a 'solar farm' decrease as the grid decarbonises.

The installation of 1 MWp PV would leave 9 tCO<sub>2</sub>e of unavoidable emissions by 2030 that the Council needs to offset to attain net-zero status. Carbon offsetting through tree planting schemes could allow the Council to be net zero by the target year following recommendations to reduce environmental impacts. The Council can enter into agreements to purchase carbon units (credits) from a number of verified Woodland Carbon Unit (WCU) or Pending Issuance Unit (PIU) providers/project developers listed on the UK Land Carbon Registry<sup>6</sup>, which could then be used to compensate for unavoidable emissions in carbon reporting.

The cost of offsetting 1 tonne of CO<sub>2</sub> in British woodlands was referenced from The Woodland Trust – a verified carbon offsetter. Based on this pricing information (£25/tCO<sub>2</sub>), it would cost the Council £225 to balance the remainder of its emissions and be net zero carbon by the 2030 reporting year. Despite this, carbon emissions would also need to be offset in years following the Council's net-zero target year of 2030, which would incur additional charges. Conversely, the Council could opt to grow its own trees on its estate and have the project validated in accordance with the Woodland Carbon Code (WCC) standards. The PIUs from the scheme are then converted to WCUs as the trees grow and sequester carbon. The Council could be eligible to obtain grants to support its tree planting scheme from available agroforestry schemes.

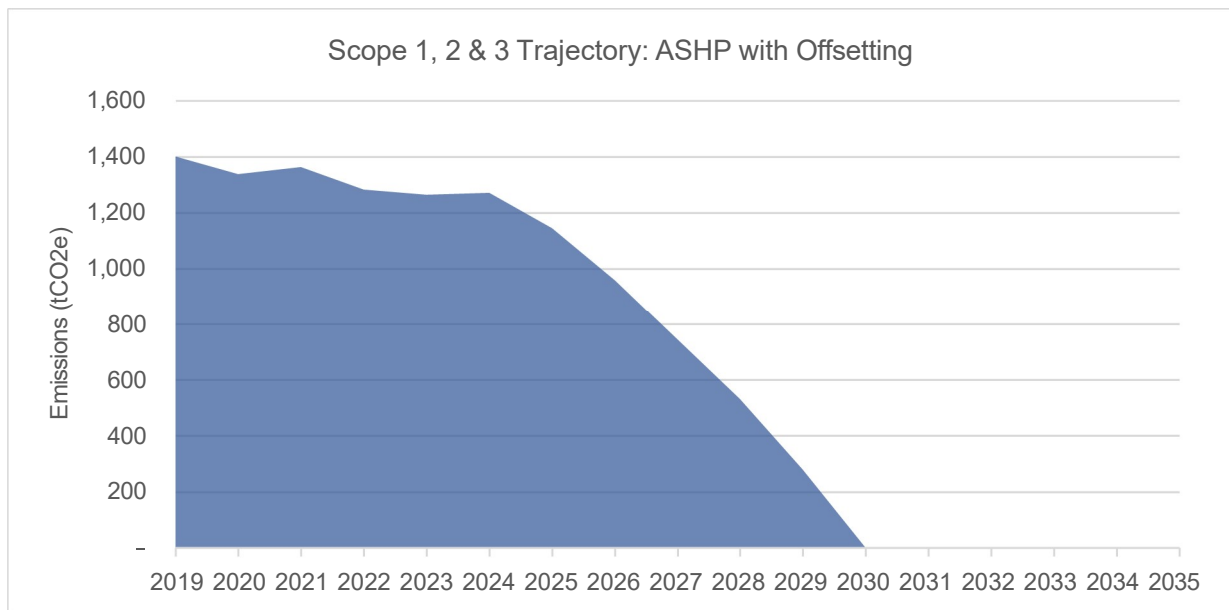
A detailed feasibility study is required to identify the most suitable WCU/PIU project developers to suit the Council's needs; and a detailed feasibility is required if the Council opts to grow its carbon units to understand the land requirement, tree species, availability of grants, and potential for carbon sequestration by the programme.

The following graph shows the pathway for net zero carbon which includes reducing carbon initiatives and installing ASHP combined with offsetting measures. The graph shows that the Council will be net zero in 2030 if it offsets the unavoidable 119 tCO<sub>2</sub>e via the suggested pathways. The amount of carbon to be offset in subsequent years continues to fall as the carbon factor of the electricity grid decreases with grid decarbonisation (refer to Appendix A).

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<sup>6</sup> [UK Land Carbon Registry - UK Woodland Carbon Code](#)

**Figure 10** CO<sub>2</sub>e emissions with offsetting measures under the ASHP scenario



## 6.6 Forecast Capital Cost with ASHP

This section reviews calculated capital costs and operational costs of emissions sources.

Investing in energy efficiency projects and power generation will, in most cases, have a positive financial benefit with a good return on investment (ROI). The Council should set its own guidelines on a cap for ROI to measure the viability of projects.

Fuel and electricity rates are taken from DESNZ modelling published in November 2023<sup>7</sup> which is the best available source for forecasting at the time of writing.

The future grid export rates for solar generation are based on a current market price of 5.5 p/kWh and increased by 4.6% annually<sup>8</sup>.

<sup>7</sup> [Green Book supplementary guidance: valuation of energy use and greenhouse gas emissions for appraisal - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/green-book-supplementary-guidance-valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal)

<sup>8</sup> [Inflation - Office for Budget Responsibility \(obr.uk\)](https://obr.uk/inflation/)

**Table 7** Forecast capital cost and financial savings from initiatives under ASHP scenario

Intervention	Capital cost of all interventions	Accumulative cost saving up to 2030	Total annual saving of all interventions in the year 2030	Accumulative CO <sub>2</sub> e Savings by 2030	Accumulative £/CO <sub>2</sub> e Savings by 2030
<b>Building Heat : Natural Gas to ASHP and heat-based interventions</b>	£623,300	£29,800	£9,000	52	£12,028
Fuel Oil to Biodiesel	NA	-£70	-£30	0	NA
Transition from Council-Owned Vehicles to ULEVs	£1,978,800	£60,700	£20,800	65	£30,459
Electricity : Energy Efficiency	£96,900	£46,400	£14,900	109	£892
Electricity Increase from ASHP	£0	-£15,400	-£5,000	-4	NA
Water	Unknown	-£52,000	-£7,800	2	Unknown
Building PV (300kWp by 2030)	£270,000	£123,500	£39,500	33	£8,145
Land Based PV (1000kWp by 2030)	£900,000	£198,000	£71,600	110	£8,145
Tree Planting	£225	N/A	N/A	9	£25
<b>Total</b>	<b>£3,869,225</b>	<b>£390,930</b>	<b>£142,970</b>	<b>376</b>	<b>£10,294</b>

This shows that the forecast capital cost to achieve the 2030 net zero goal is approximately £3.9million and the total net annual savings achieved in the year 2030 would be the equivalent of £143k.

In addition, it estimated that £2.09 million is required to decarbonise the leased assets but this has not been included in the table it may not entirely be the responsibility of the Council to pay for this.

Inflation on the capital cost has not been considered in the forecast cost. It is difficult to estimate future costs of interventions as prices will increase with inflation, but the cost could also come down due to government subsidies and supply and demand, particularly with heat pumps.

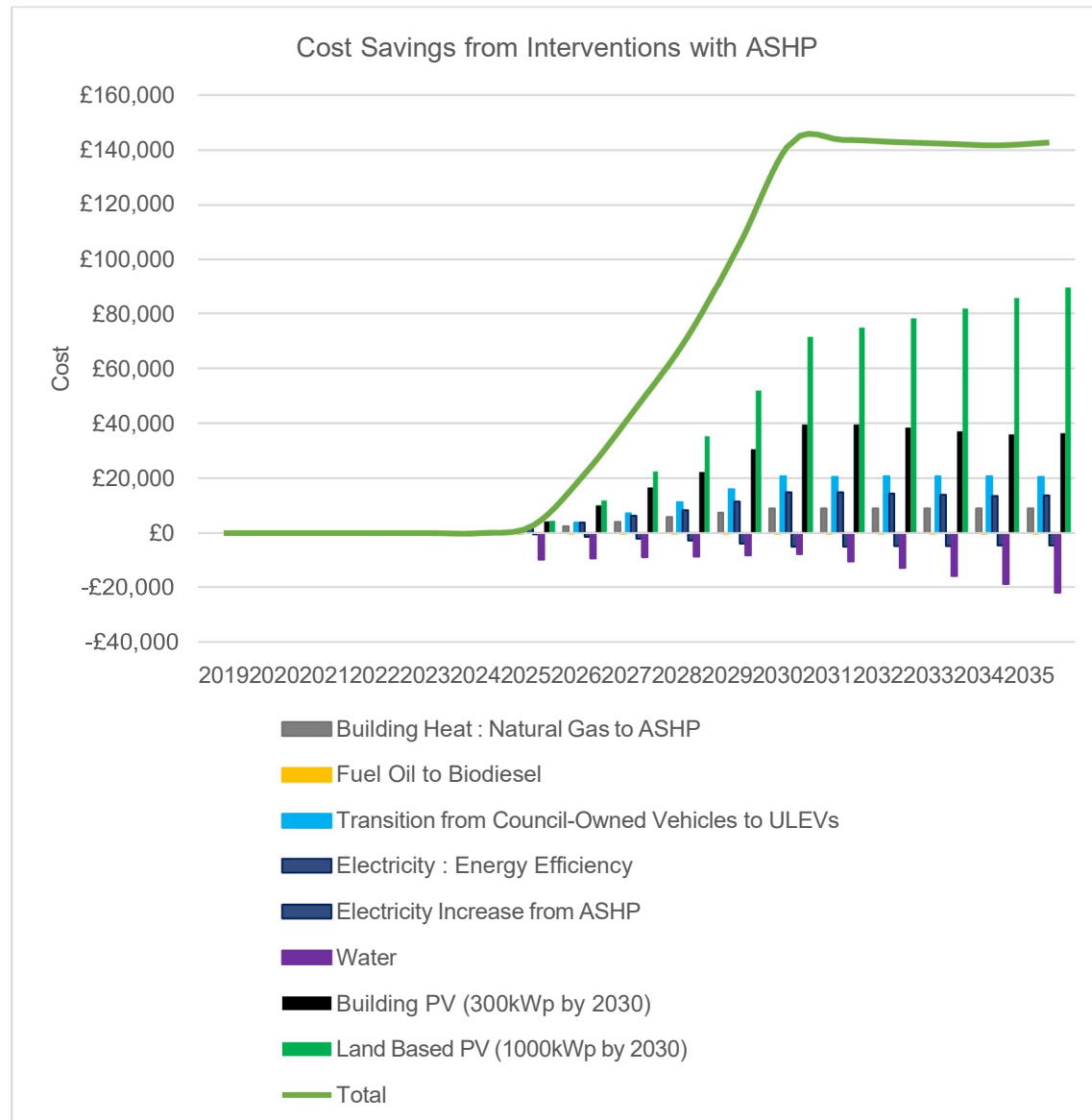
The calculations included in this report do not consider planned spending by the Council over the time period in question. For example, we have not factored in revenue spending the Council may have already set aside for building refurbishment, new boilers or replacement vehicles over the next few years.

The table above only include sources that the Council are directly financially responsible for and does not include staff travel and third party vehicles.

## 6.7 Cost Savings with ASHP

The graph below shows the total savings if all initiatives are implemented by 2030.

**Figure 11: Year-to-year cost savings from interventions under ASHP scenario**



The graph considers savings made through efficiency savings (insulation, controls, etc.) and installing heat pumps. It should be noted that it will generally be more expensive to run a heat pump compared to a gas boiler if no other interventions are included as the cost of electricity is typically 4 times more expensive than gas up to 2030. However, the price difference between electricity and gas is expected to close as gas is made more expensive as an incentive to move away from gas boilers.

Savings from leased assets and third party vehicles have not been shown as the Council does not pay for the energy/fuel.

Although the 1 MWp solar farm is larger than the 300 kWp system on buildings, the financial savings are not proportional as the [current] export rate for a solar farm is much less than the

savings achieved by having PV on a building (and using the generated electricity within that building) which reduces the amount of electricity purchased from the grid.

The savings peak in 2030 as all of the initiatives have been delivered, but savings fall thereafter as consumption remains static, but the cost of energy/fuel/water continues to increase.

## 7 Practicalities, affordability and comparison

### 7.1 Practicalities

The technologies noted in this plan are all existing, tried and test technologies. This type of equipment is currently installed and operating in many buildings and it is no longer considered 'new' technology so the risk of investing in it is minimal.

There may of course be barriers to installing it within specific buildings. This is a desk top study and there is a requirement to carry out onsite detailed surveys for each building to identify any barriers and plan a solution as a next step.

Equally the estimates made for carbon savings, electricity loads and other matters are based on data provided by the Council and surveys will help to provide more accurate estimates.

Technologies such as heat pumps and solar panels are in high demand and supply chains are impacted as a result. Equally there are issues with the number of companies and skilled operatives to install and maintain some of the technologies and there could be time and cost barriers if the electrical capacity of the building needs to be upgraded. This is out of the control of the Council and might have an impact on scheduling of work and the duration of projects, and a high risk item is an electrical upgrade which could cost £100,000s.

These factors reinforce the benefits of having a plan in place to address the whole issue of decarbonising the Council's assets as part of a wider asset management plan. The Council will realise the importance of such plans – both as an internal policy requirement but more importantly in the context of this report, as a tool for accessing external funds such as the Public Sector Decarbonisation Scheme (PSDS).

### 7.2 Affordability

Allocating a budget to invest to decarbonise the Council's assets is a political decision and this report is one way of ensuring that the decision is an informed one.

The cost of solar panels has dropped substantially over the past decade as rollout has increased dramatically. There is an expectation that the cost of heat pumps will follow suit but estimating by how much is impossible.

No doubt new technologies will be developed over the coming years but again it is impossible to second guess the details. These are likely to be expensive as they are introduced so may not be readily affordable for the foreseeable future. This is exactly the position for some new technologies now. Over time prices should fall.

This report has not taken account of future planned spending on the Council's assets. A figure of £3.9m has been estimated as the cost but there will have been significant funds spent over the time period in these assets anyway. For example, replacement vehicles will have been planned for over the coming decade and those budgets could be used to take forward this agenda such as purchasing low emission vehicles. We suggest the appendices to his report are updated with such budgets.

As noted above, government is focussed on heat pumps as a preferred technology and there may be financial support available in future (in addition to PSDS) but this cannot be relied upon. This focus should help to prompt a market reaction to produce more heat pumps and lead to a reduction in prices.

All of the above points highlight the importance of maintaining an accurate and up to date action plan alongside detailed asset data.

### 7.3 Comparison

Just over three quarters of local authorities have declared a climate emergency and the vast majority of them have identified a date by which they want to be net zero carbon. This applies to their own council operations. A smaller number have identified a date by which they want their wider district to net zero carbon. Often the declaration was made and a date identified prior to work being carried out to inform the decision to declare an emergency or date.

It is difficult to compare other than generically one authority's approach with others due to differences in scale, historic investment, asset ownership and condition, political views, geography and other factors. Nottingham are considered to be at the vanguard and have a significant team in place and many years of treating the agenda as a political priority. On the other hand, Clackmannanshire Council is one of the smallest in the UK and is taking forward a partnership project with a neighbouring council and university to address climate change. In other words, there is a wide range of activity taking place. Although in our experience, smaller local authorities have less resources to allocate to this agenda and fewer assets to consider, size is not an excuse for inaction.

However, the Council has only provided a record of one building (Scope 1) that is heated by gas and two leased assets (Scope 3). So the net zero challenge may be smaller for Maldon compared to other councils as one of the largest difficulties is to transition away from gas boilers to a low carbon heating option.

Factors to consider when looking at the Council's approach are as follows:

- Informing/training all in the authority (officers and members) about the importance of this agenda in their daily delivery of services, project work and investment decisions;
- Avoiding the position where a single person or team is considered the sole area of responsibility/knowledge for this agenda;
- Establishing an appropriate process for collating, analysing and reporting relevant data on performance and assets;
- Prioritising activity to address decarbonisation – address the biggest emitters and where most benefit can be gained first;



- Understanding which actions should be funded by revenue funding, reserves, borrowing (Public Works Loan Board) (PWLBB) or other funding (such as PSDS);
- Planning well in advance for external funding.

## 8 Conclusion

It is recommended to report annually on the progress of reducing carbon emissions for Scope 1, 2 & 3.

Emissions from the Council's own operations should be calculated using the methodology in this report and policies and procedures should be put in place to record the raw data needed to calculate emissions as it is made available rather than trying to retrieve the data in bulk retrospectively.

Further investigations are recommended to calculate Scope 3 emissions such as purchased goods and services and what initiatives could be applied to reduce emissions. Overall emissions will increase when adding in additional sources as data quality improves.

The trajectory and savings detailed in Appendix A and the wider programme can be used as a benchmark to track the performance of reducing emissions against the 2022/23 baseline year.

The Paris Climate Agreement aims to keep global temperature increases well below 2°C and pursuing 1.5°C. This calls for organisations to set a 'carbon budget' which is a term used to indicate the maximum amount of carbon an organisation can produce over a period of time to stay within the Paris Agreement. This often requires setting a science-based target and carbon budget.

The minimum reduction required for setting science-based targets in line with limiting global warming to the 2°C scenario is a 2.5% annual linear reduction from 2020 - 2035. However, organisations are strongly encouraged to adopt targets with a 4.2% annual linear reduction between 2020 – 2035 to be aligned with limiting warming to 1.5°C. The current carbon trajectory under the ASHP scenario achieves a 93% reduction between 2022 - 2035.

The buildings in this carbon trajectory report were not subject to an energy audit as this report is a desktop study performed without detailed knowledge of the building estate and is based on rule of thumb and engineering and industry experience. A detailed energy audit should be provided for each building to provide a clear action plan of what interventions can be provided, their capital cost, funding opportunities and the cost/carbon savings.

## Glossary

Term	Definition
Carbon dioxide equivalent (CO <sub>2</sub> e)	The carbon dioxide equivalent (CO <sub>2</sub> e) allows the different greenhouse gases to be compared on a like-for-like basis relative to one unit of CO <sub>2</sub> and includes the seven greenhouse gases with the greatest global warming potential (GWP).
Carbon footprint	A carbon footprint measures the total greenhouse gas emissions caused directly and indirectly by a person, organisation, event or product. A carbon footprint is measured in tonnes of carbon dioxide equivalent (tCO <sub>2</sub> e).
Council Vehicles	Vehicles that are owned or controlled by the Council. This does not include employee-owned vehicles that are used for business purposes.
Electricity	Electricity used at sites owned/controlled by the Council. This is reported as a Scope 2, indirect emission. The conversion factors used are for the electricity supplied by the grid that the Council purchase - they do not include the emissions associated with the transmission and distribution of electricity.
Employee Vehicles	Travel for business purposes in assets not owned or directly operated by the Council. This includes mileage for business purposes in cars owned by employees, public transport, hire cars etc.
Energy carrier	Energy carriers are transmitters of energy including electricity, solid, liquid, and gaseous fuels. They occupy intermediate steps in the energy-supply chain between primary sources and end-use applications.
[Natural] Gas	Primary fuel sources combusted at a site or in an asset owned or controlled by the Council.
Pending Issuance Unit	A Pending Issuance Unit (PIU) is effectively a 'promise to deliver' a WCU in future based on predicted sequestration. It is not 'guaranteed', and cannot be used to report against UK-based emissions until verified. However, it allows companies to plan to compensate for future UK-based emissions or make credible CSR statements supporting woodland creation. 1 PIU = 1 tonne of Carbon Dioxide equivalent that will be sequestered in future
Transmission and Distribution	Transmission and distribution (T&D) factors are used to report the Scope 3 emissions associated with grid losses (the energy loss that occurs in getting the electricity from the power plant to the premises).
Wastewater	Water returned into the sewage system through mains drains.
Water Supply	Water delivered through the mains supply network.
Well-to-tank	Well-to-tank (WTT) conversion factors are used to account for the upstream Scope 3 emissions associated with extraction, refining and

	transportation of the raw fuel sources to an organisation's site (or asset), prior to combustion.
Woodland Carbon Code	Woodland Carbon Code (WCC), a trademark of Scottish Forestry, is the standard that ensures projects are independently validated/verified and represented on the UK Land Carbon Registry.
Woodland Carbon Unit	<p>A Woodland Carbon Unit (WCU) is a tonne of CO<sub>2</sub>e which has been sequestered in a WCC-verified woodland. It has been independently verified, is guaranteed to be there, and can be used by companies to report against UK-based emissions or to use in claims of Net Zero emissions.</p> <p><i>1 WCU = 1 tonne of carbon dioxide sequestered</i></p>

## Appendix A – Carbon Trajectory Report

(Separate Spreadsheet)

## Appendix B – Data that should be gathered to report on Scope 3 emissions

The reporting of Scope 3 emissions is discretionary. The table below provides further guidance on the information required to calculate emissions from Scope 3.

Item	Category	Details Required
1	Purchased goods and services	<p>This category includes all upstream (i.e. cradle-to-gate) emissions from the production of products purchased or acquired by the Council in the reporting year. Products include both goods (tangible products) and services (intangible products).</p> <p>This category includes emissions from all purchased goods and services not otherwise included in the other categories of upstream scope 3 emissions (i.e. category 2 through category 8 below).</p> <p>Cradle-to-gate emissions include all emissions that occur in the life cycle of purchased products, up to the point of receipt by the Council. Cradle-to-gate emissions may include:</p> <ul style="list-style-type: none"> <li>• Extraction of raw materials</li> <li>• Agricultural activities</li> <li>• Manufacturing, production, and processing</li> <li>• Generation of electricity consumed by upstream activities</li> <li>• Disposal/treatment of waste generated by upstream activities</li> <li>• Land use and land-use change</li> <li>• Transportation of materials and products between suppliers</li> <li>• Any other activities prior to acquisition by the reporting company</li> </ul> <p>Relevant purchases to the Council may include capital goods, such as office supplies, office furniture, computers, telephones, travel services, IT support, outsourced administrative functions, consulting services, janitorial, landscaping services, maintenance, repairs and operations.</p> <p>For accurate carbon reporting emissions, the Council should request cradle-to-gate emission factors for materials used by suppliers to produce purchased goods such as Environmental</p>

		<p>Product Declarations (EPDs). It is likely that many suppliers will not be able to provide all the emission data.</p> <p>If an EPD cannot be provided, supplementary information required includes the volume of product (kg) and the carbon emission factor (kg CO<sub>2</sub>e).</p> <p>A policy should be developed so that suppliers in the supply chain are required to provide this data as part of the contract, where the volume of goods is noteworthy.</p>
2	Capital goods	<p>Capital goods are final products that have an extended life and are used by the Council to manufacture a product, provide a service, or sell, store, and deliver merchandise. Capital goods are treated as fixed assets or as plant, property, and equipment (PP&amp;E). Examples of capital goods include equipment, machinery, buildings, facilities, and vehicles.</p> <p>The required information is the same as Category 1 above.</p> <p>A policy should be developed so that suppliers in the supply chain are required to provide this data as part of the contract.</p>
3	Fuel- and energy related activities (not included in Scope 1 or Scope 2)	<p>Transmission and distribution (T&amp;D) losses have been included and calculated from the data provided in Scope 2.</p>
4	Upstream transportation and distribution	<p>Category 4 includes emissions from:</p> <ul style="list-style-type: none"> <li>• Transportation and distribution of products purchased in the reporting year, between suppliers and its own operations in vehicles not owned or operated by the Council.</li> <li>• Third-party transportation and distribution services purchased by the Council in the reporting year (either directly or through an intermediary), including inbound logistics, outbound logistics (e.g. of sold products), and third-party transportation and distribution between the Council's own facilities.</li> </ul> <p>The Council requires data on:</p> <ul style="list-style-type: none"> <li>• Quantities of fuel (e.g., diesel, petrol, jet fuel, biofuels) consumed</li> <li>• Amount spent on fuels</li> <li>• Distance travelled</li> <li>• Vehicle type</li> </ul>

		<p>This may include managed assets - Vehicles that are used by the Council but are not owned by the organisation and generally do not appear on the organisation's balance sheet, for example, maintenance contractor vehicles, outsourced refuse and recycling trucks, road sweepers, grounds maintenance mowers etc.</p> <p>A policy should be developed so that suppliers using their own vehicles are required to provide this data as part of the contract.</p>
5	Waste generated in operations	<p>This includes emissions from third-party disposal and treatment of waste generated in the Councils owned or controlled operations in the reporting year. This category includes emissions from disposal of both solid waste and wastewater.</p> <p>The Council should request volume and emissions data from the waste treatment company applicable to <b>its own waste stream</b>. If this cannot be provided, the emissions can be calculated by requesting the volume of waste, type and disposal method:</p> <p>Example of data required:</p> <p>Total weight (kg) of waste type and disposal method e.g.</p> <ul style="list-style-type: none"> <li>• 5,000kg municipal waste to landfill</li> <li>• 500kg organic garden waste to composting</li> <li>• 1,000kg metal recycled</li> <li>• 1,000kg plastic recycled</li> <li>• 1,000kg paper recycled</li> </ul> <p>Data is required for the volume of supply and wastewater in cubic metres (m<sup>3</sup>) from water bills.</p> <p>Local authorities have an important role in waste prevention and sustainable waste management through awareness-raising campaigns, providing separate collection for recycling and food waste, and implementing waste-to-energy schemes. It is therefore voluntary on whether the Council choose to include the emissions from waste associated with the whole borough, or just the Council's own operation.</p>
6	Business travel	<p>Travel for assets not owned or directly operated by the Council. This includes mileage for business purposes in cars owned by employees, public transport, hire cars etc.</p> <p>Require details for:</p>

		<p><u>Vehicle</u></p> <p>Fuel type, size of vehicle and distance for:</p> <ul style="list-style-type: none"> <li>• Car</li> <li>• Motorbike</li> <li>• Taxis</li> <li>• Bus</li> <li>• Rail</li> </ul> <p><u>Flights</u></p> <ul style="list-style-type: none"> <li>• Airport travelled to/from</li> <li>• Number of passengers</li> <li>• Class type</li> <li>• Distance</li> </ul> <p><u>Ferry</u></p> <ul style="list-style-type: none"> <li>• Foot or car passenger</li> <li>• Distance</li> </ul>
7	Employee commuting	<p>This category includes emissions from the transportation of employees between their homes and their worksites.</p> <p>Emissions from employee commuting may arise from:</p> <ul style="list-style-type: none"> <li>• Car</li> <li>• Bus</li> <li>• Rail</li> <li>• Other modes of transportation</li> </ul> <p>Staff would be required to provide method of transport and distance travelled. It may be difficult and time consuming to collect accurate data.</p>
8	Upstream leased assets	<p>This category is applicable from the operation of assets that are leased by the Council.</p> <p>If the Council procures the energy then this should be considered as Scope 1 and 2.</p> <p>If the landlord is responsible for the Scope 1 and 2 emissions, the Council should include the reporting under Scope 3. An example may include an office that the Council lease from a private landlord. All energy bills may be included as part of the lease and the energy contract is under the name of the landlord. The Council should therefore request the energy data from the landlord and include this under Scope 3.</p>

		Data required include the Scope 1 and 2 data from the leased asset.
9	Downstream transportation and distribution	<p>This category includes emissions that occur in the reporting year from transportation and distribution of sold products in vehicles and facilities not owned or controlled by the Council in the reporting year.</p> <p>It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.</p>
10	Processing of sold products	It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.
11	Use of sold products	It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.
12	End-of-life treatment of sold products	It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.
13	Downstream leased assets	<p>This category is applicable where the Council is the landlord to a lessee.</p> <p>If the Council procures the energy on behalf of a lessee then this should be considered as Scope 1 and 2. An example of this is where the Council may lease a premises to a lessee and include all energy costs as part of the lease. The energy contract is under the name of the Council and is therefore reported under Scope 1 and 2.</p> <p>If the lessee is responsible for the Scope 1 and 2 emissions, the council should include the reporting under Scope 3. An example of this is a shop that the Council own and the occupant pays for the energy bills and the contract is under their name. The Council should request the energy data from the shop occupier and report this under Scope 3.</p> <p>Data required include the Scope 1 and 2 data from the leased asset.</p>
14	Franchises	It is assumed that this category is not applicable to the Council as it does not operate any franchises.
15	Investments	This category includes scope 3 emissions associated with the Council's investments in the reporting year, not already included in scope 1 or scope 2. This category is applicable to investors (i.e.



		<p>organisations that make an investment with the objective of making a profit) and organisations that provide financial services. This category also applies to investors that are not profit driven (e.g. multilateral development banks). Investments are categorised as a downstream scope 3 category because providing capital or financing is a service provided by the organisation.</p> <p>Category 15 is designed primarily for private financial institutions (e.g., commercial banks), but is also relevant to public financial institutions (e.g., multilateral development banks, export credit agencies) and other entities with investments not included in scope 1 and scope 2.</p> <p>The Councils scope 3 emissions from investments are the scope 1 and scope 2 emissions of investees.</p> <p>For purposes of greenhouse gas accounting, this standard divides financial investments into four types:</p> <ul style="list-style-type: none"> <li>• Equity investments</li> <li>• Debt investments</li> <li>• Project finance</li> <li>• Managed investments and client services</li> </ul> <p>An example of the information required is the Scope 1 and 2 emissions from the bank where an investment is in place. This is based on the Council's proportional share of investment in the investee. If the Council has £1million invested in the bank and the banks total investments amount to £100million, the Council should report on 1% of the banks Scope 1 and 2 emissions.</p> <p>It is assumed that this information will be difficult to collate from third parties and that the total emissions will be proportionally small compared to other emission sources and these emissions could be excluded from the reporting.</p>
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